

THE INFLUENCE OF WORKPLACE WELL-BEING AND WORKLOAD ON THE PERFORMANCE OF EMPLOYEES WITH JOB STRESS AS AN INTERVENING VARIABLE IN EMPLOYEES OF THE REGENT'S OFFICE OF NUT ACEH DISTRICTA

Lizra Vanitra¹, Azhar², Nurmala³, Ibrahim Qamarius⁴

^{1,2,3,4} Faculty of Economics and Business, Universitas Malikussaleh

Correspondence : azhar@unimal.ac.id

Abstract

This study aims to examine the effect of Workplace Well-Being and Workload on Employee Performance with Job Stress as an intervening variable in employees of the North Aceh district regent's office. The population in this study were civil servants (PNS) who worked at the North Aceh regent's office with a total of 127 people. Sampling in this study was carried out using probability sampling technique, namely proportionate stratified random sampling, with a sample size of 96 people. This study uses primary data sourced from questionnaires or questionnaires. The data analysis tool used is smartPLS 4.1.0.2. The results of this study indicate that workplace well-being has a significant impact on work stress, workload has a significant effect on work stress, workplace well-being has a significant impact on employee performance, workload is not significant to employee performance, work stress has no impact on employee performance, and work stress is not able to mediate the effect of workplace well-being and workload on employee performance.

Keywords: Workplace Well-Being, Workload, Employee Performance, Job Stress

INTRODUCTION

Human resources are the main factor in the continuity of activities and cannot be predicted because HR has an important role in an agency or organization. Many people are increasingly realizing how important human resources are in an organization, so that HR is seen as the most important asset. The position of HR in an organization is stronger than other resources, such as materials, money, machines and markets, making experts create theories about human resource management (Michael, 2017). Human resource management is the science and art of managing the relationships and roles of the workforce so that they help the company, employees, and society (Hasibuan, 2019). According to Sutrisno (2019), human resources are the only resources that have emotions, desires, skills, knowledge, drives, strengths, and actions (affinity, preferences, intentions). All of these human resource potentials have an impact on the organization's efforts to achieve its goals. No matter the advances in technology, advances in information, availability of capital, and availability of materials, organizations will not be able to achieve their goals without human resources.

The paradigm of human resource management studies has changed. Now, people are no longer seen as resources or employees, but as assets. Resources will be used up and thrown away, but assets will continue to be developed sustainably to reach higher levels. They create employees who continue to perform well by providing training, incentives, facilities, and many other things to ensure that employees continue to perform well. This has an impact on company policy. Previously, the prevailing work environment was to hire talented employees who worked hard for a long time and then terminate their employment contracts. However, today many companies are doing things differently. They create employees who continue to perform well by providing training, incentives, facilities, and many other things to ensure that employees feel comfortable with their work environment and place. One of the things that influences organizational success is employee performance. Avery et al. (2017) believes that employee performance (work achievement) is the actual achievement carried out by an employee compared to the achievement expected of them. Each employee has a different level of ability to complete certain tasks. Therefore, employee performance

THE INFLUENCE OF WORKPLACE WELL-BEING AND WORKLOAD ON THE PERFORMANCE OF EMPLOYEES WITH JOB STRESS AS AN INTERVENING VARIABLE IN NORTH ACEH REGENCY OFFICE EMPLOYEES

Lizra Vanitra¹, Azhar², Nurmala³, Ibrahim Qamarius⁴

is said to be personal (Huseno, 2019). Performance is said to be good if the product quality meets expectations. Arianty (2016) agree that performance is the result achieved by someone when they complete a given task in accordance with predetermined requirements. An organization or company cannot run well if employee performance does not match the company's needs. Therefore, if a company wants to have employees who perform well, leaders must provide high support and motivation for their employees. With work demands beyond the employee's capabilities, there will be feelings of discomfort, dissatisfaction and even stress for employees.

An organization must have an approach to reduce stress caused by work. Another factor that can cause excessive work stress is problems that occur in the work environment or relationships between other people. Thus, it can be concluded that work stress can originate from a person's emotional condition caused by pressure in their environment. There are several factors that can cause work stress, such as excessive workload, pressure, and time pressure (Dewantara, 2015). Therefore, it is very likely that any of these factors have the possibility to give rise to occupational stress conditions in the workplace. According to the findings Wulandari (2018), there is a positive and significant correlation between workload and work stress of West Depok Police officers. In addition, research by Maharani & Budianto (2019) found that the workload factor directly influences the work stress of inpatient nurses in the BLUD RSUD Banjar City. This finding contradicts research Kasmarani (2012) who found that physical workload did not affect nurses' work stress in the Emergency Installation of Cianjur Regional Hospital.

Job stress can reduce employee performance levels if someone assumes work responsibilities that exceed their abilities. Job stress is a psychological condition that arises when work demands exceed a person's ability to cope. Work stress not only impacts employees' physical and mental health, but can also affect their performance. Stress is an adaptive response that is managed by individual differences and is the result of any action, circumstance, or event that places certain demands on a person. (James et al., 2012). Work stress consists of individual, organizational and work aspects, this differentiates it from stress in general. If an employee cannot meet the demands of their job, they will experience work stress. The pressure that employees feel because they cannot fulfill the tasks given by the company is known as work stress. Stress at work occurs more often in individuals who feel unable to fulfill their professional obligations at work.

Based on research conducted by Wahyuni et al. (2016), it was found that higher levels of work stress had a positive impact on the performance of local government officials. This is contrary to research conducted by Nuraini & Dervan (2018) which states that work stress has no impact on the performance of Kebumen I Community Health Center employees. This finding is in line with research Ela Yuanita Kusuma (2020) who found that work stress did not have a significant impact on the performance of Mojokerto City Public Works and Spatial Planning Department employees. In contrast, the study conducted by Ubaidullah (2020) shows that work stress cannot be used as a performance inhibiting factor.

A company is expected to prioritize employee welfare, especially in the workplace. Companies with employees who have high workplace well-being enable employee performance to increase, work stress to be reduced, more profits to be made, and less employee turnover. Therefore, workplace well-being is very important for companies Sridevi (in Cholilah, 2019). According to Brunette et al. (2013), workplace well-being or known as workplace well-being is a very innovative concept in the field of management and organizational science. Therefore, the concepts and descriptions vary. Workplace well-being is defined when someone has work that makes them feel good and makes them feel good about what they do (Page, 2005). The concept of well-being functions as a basis for assessing a company. When workers feel safe and comfortable at work, this will have a big impact on performance, making them happy and enjoying their work.

This will have a positive impact on work productivity and make employees think twice about what they are doing. To increase productivity and have a positive influence in the work environment, employees must have well-being at work. Productivity will increase when there is employee well-being and satisfaction from their work (Jones, 2010). Previous research conducted by Herwanto &

Umami (2017) researching the relationship between workplace well-being and elementary school teacher performance. The results show that workplace well-being has a significant relationship with elementary school teacher performance, with the relationship obtained showing a negative correlation. Workload, work stress and workplace well-being are three elements that influence employee performance. Workplace conditions that allow people to feel comfortable, safe and in good physical and mental health are known as workplace well-being. In contrast, workload refers to the quantity of tasks and obligations that workers have while performing their work. Employee performance can be affected by work stress if workplace well-being and workload are unbalanced.

According to Permendagri No.12/2008 mentioned in Sitepu (2013) that workload is the amount of work that must be done by the center or organizational unit in accordance with the specified effort and time. Workload analysis is a component that every organization must pay attention to because it can improve employee performance. This technique requires staffing standards or rates to determine the amount and type of work needed to achieve organizational goals. The size of applicants also depends on the workload (Ladji et al., 2022). According to Health Law Number 36 of 2009, workload is the total work that must be done by workers or organizational units. This is based on the total number of hours worked and total work. To achieve optimal work productivity, efforts need to be made to harmonize work capacity, workload and work environment so that each worker can work healthily without endangering the community around them. If work demands are beyond the limits of the employee's capabilities, there will be feelings of discomfort, dissatisfaction and even cause stress for the employee.

This research was conducted at the Regent's office of North Aceh Regency. The North Aceh Regent's Office functions as the center of government with a special organizational structure that divides the main tasks and functions to achieve North Aceh's development goals and maintain existing development. One of the problems faced by the North Aceh Regent's office that affects employee performance is employee welfare and comfort at work (workplace well-being). Some employees of the North Aceh Regent's office feel uncomfortable with their workplace, whether from the work atmosphere, their co-workers, or other psychological conditions, so that many of them are not successful in carrying out their work. A bad work atmosphere also has a big impact on employees' work comfort, which ultimately reduces their enthusiasm for doing their work. Based on the results of observations made by researchers, some employees in the Regent's office felt burdened by their work. The large number of work demands, unfairness in carrying out leadership, limited estimated time for work, lack of work tools, and there are several problems between workers and their co-workers or with their leaders make employees feel uncomfortable with their work environment so that they feel stressed and ultimately poor performance. and their productivity decreases.

Previous research has shown that employee performance is influenced by job satisfaction and workload. However, only a few studies have examined employee performance in relation to workload, work stress and workplace well-being. Therefore, by using work stress as a mediating variable among Regent's office employees, it can be used to examine the relationship between workplace well-being, workload and employee performance. Employee performance is a vast and growing subject of research. Different independent variables are used in each study to determine the level of employee performance. In this research, researchers will examine the relationship between workplace well-being and workload on employee performance as well as work stress as an intervening variable. Previous research has shown that the relationships between variables have variations in outcomes. It is possible that additional research could be conducted on this subject to find out how workplace well-being, workload, job stress, and employee performance relate to each other.

LITERATURE REVIEWS

Workplace Well-being

Workplace well-being is defined as the well-being felt by an employee which is influenced by their level of satisfaction with the elements involved in their work (Page, 2005). Well-being is closely related to health and productivity (Adams, 2019). Studies show that employees who are physically healthy and happy are more likely to achieve top performance at work than employees

THE INFLUENCE OF WORKPLACE WELL-BEING AND WORKLOAD ON THE PERFORMANCE OF EMPLOYEES WITH JOB STRESS AS AN INTERVENING VARIABLE IN NORTH ACEH REGENCY OFFICE EMPLOYEES

Lizra Vanitra¹, Azhar², Nurmala³, Ibrahim Qamarius⁴

whose mental and emotional health is compromised. A person who is healthy and happy has a better quality of life, a lower risk of disease and injury, higher work productivity, and the possibility

Workload

According to Rohman & Ichsan (2021), workload is defined as the amount of work that must be completed by the executive team or organizational unit within a certain time period. If the amount of work given to an employee is not balanced with his abilities and potential, then sooner or later problems will arise that can interfere with his performance. Fransiska & Tupti (2020) states that too much work can cause stress, which can interfere with employee performance because the skill level is too high, the pace is too high, or the workload is too high. Too much work can cause stress, but too little workload can cause boredom.

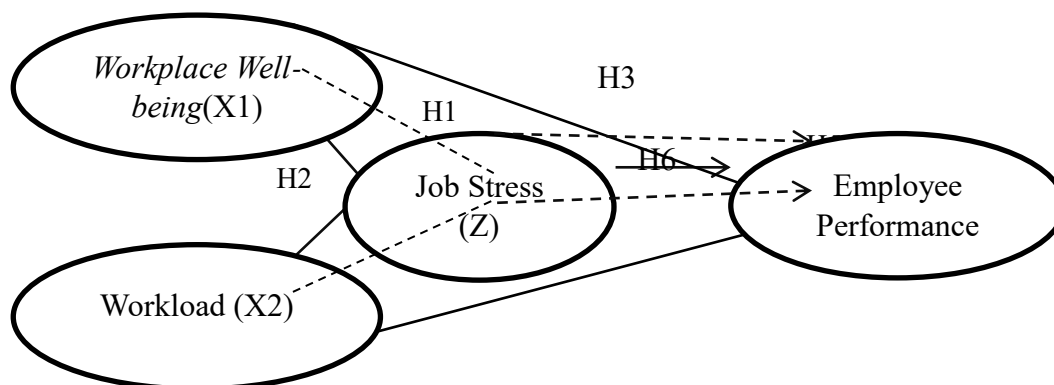
Employee performance

According to Edison et al. (2018), performance is defined as the level of achievement of results in carrying out certain tasks that a person must carry out, based on the measures set for the job. Tannady (2017) also states that performance is the result of a process that is evaluated and measured over a certain period of time based on provisions and assessments. Additionally, he stated that performance is divided into categories: individual performance and organizational performance.

Job Stress

Because work stress correlates with employee performance, Mangkunegara (2017) states that work stress is an important component for organizations. Company performance can be improved if employee performance is good or high. Conversely, if employee performance decreases, company profits will decrease. Job stress is defined as the pressure that employees feel while working. Symptoms of work stress include emotional instability, anxiety, difficulty sleeping, nervousness, irritability, increased blood pressure, and digestive problems.

conceptual framework



Research Hypothesis

- H1: Allegedly workplace well-being positive effect on work stress
- H2: It is suspected that workload has a positive effect on work stress
- H3: Allegedly workplace well-being has a positive effect on employee performance
- H4: It is suspected that workload has a positive effect on employee performance
- H5: It is suspected that work stress has a positive effect on employee performance
- H6: Allegedly workplace well-being has a positive effect on employee performance through work stress
- H7: It is suspected that workload has a positive effect on employee performance through work stress

Research Methodology

Projects and Research Locations

This research was conducted at the North Aceh Regent's office, Jalan Banda Aceh–Medan, Landing, Lhoksukon District, North Aceh Regency, 24386. Nanggroe Aceh Darussalam – Indonesia. The reason for conducting research in the Regent's office is because it makes it easier for writers to carry out research and there are phenomena that can be used as research topics. In addition, new information can be quickly accessed and accepted.

Research design

This research uses a quantitative type of research with a causal associative approach. Causal associative research aims to identify the relationship between two or more variables (Sugiyono, 2016). According to Sinambela (2020) quantitative research is a type of research that uses numbers in processing data to produce structured information. Quantitative research aims to obtain data that describes the characteristics of objects, events or situations (Sekaran & Bougie, 2016: 43). In addition, the quantitative approach aims to test theories by collecting facts that show relationships and comparisons between variables

Population and Sample

According to Sugiono (2019) Population is a generalized area consisting of subjects or objects that have certain qualities and features that are chosen by researchers to study and then draw conclusions. The scope of the population can be very broad, but can be limited according to the situation or research objectives with the condition that the characteristics to be estimated must be appropriate and not deviate. The population in this study were all Civil Servants (PNS) who worked at the North Aceh Regent's Office with a total of 127 people. Researchers can use samples taken from the population if the population is too large and the research cannot study all its aspects due to limited funds, personnel or time. The sample in a study must be representative like the character of the population. This aims to ensure that a sample can truly represent the population. The sample from this research is part of the total population of Civil Servants (PNS) who work in the North Aceh Regent's office. Meanwhile, the sample size was obtained using the Slovin formula.

Data collection technique

According to Sugiyono (2018), the sampling technique is a sampling technique to determine the number of samples to be used in research. Sampling in this research was carried out using a probability sampling technique, namely proportionate stratified random sampling. Probability Sampling is a sampling technique that provides an equal opportunity for each element (member) of the population to be selected as a member of the sample (Sugiono, 2019). Proportionate stratified random sampling is a technique used when the population has members or elements that are not homogeneous and stratified. In this sampling method, the population is categorized or grouped into several strata (stratified) such as age, city, gender, religion, education level, income, and so on. proportionate stratified random sampling is used to determine the initial number of stratified sample members using the proportionate formula.

Method of collecting data

In this research, the method used to collect data is a questionnaire. A questionnaire is a data collection technique by submitting statements that are prepared systematically to be filled in directly by employees. In this case, each respondent was asked to agree or disagree with each statement.

Results and Discussion

Measurement Model (Outer Model)

Convergent validity, discriminant validity and composite reliability tests can be used to assess measurement models with reflective models.

THE INFLUENCE OF WORKPLACE WELL-BEING AND WORKLOAD ON THE PERFORMANCE OF EMPLOYEES WITH JOB STRESSAS AN INTERVENING VARIABLE IN NORTH ACEH REGENCY OFFICE EMPLOYEES

Lizra Vanitra¹, Azhar², Nurmala³, Ibrahim Qamarius⁴

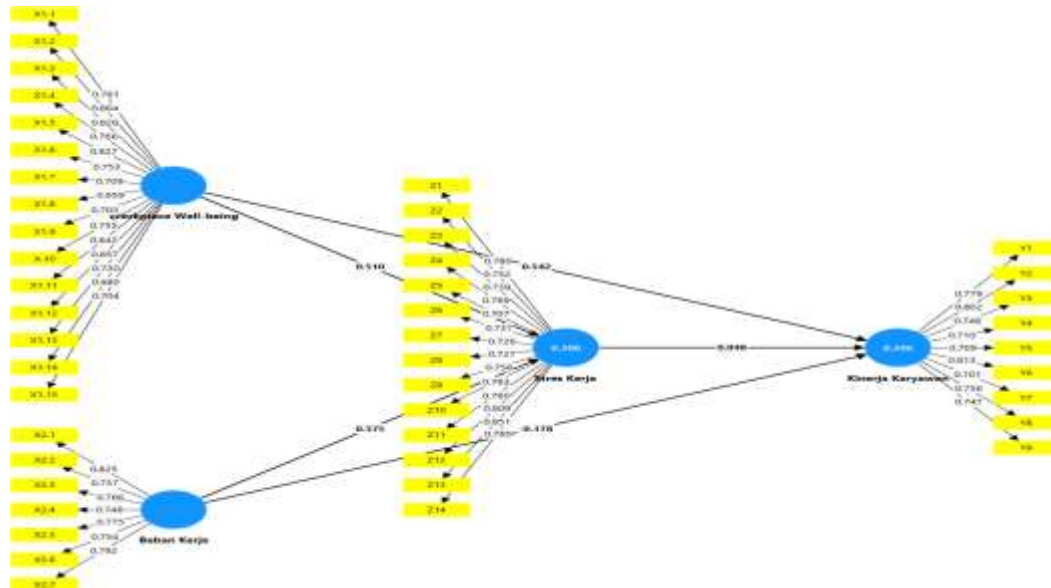


Figure 1

Inner Model Analysis

After the outer model test is complete, the next step is to carry out the inner model test.

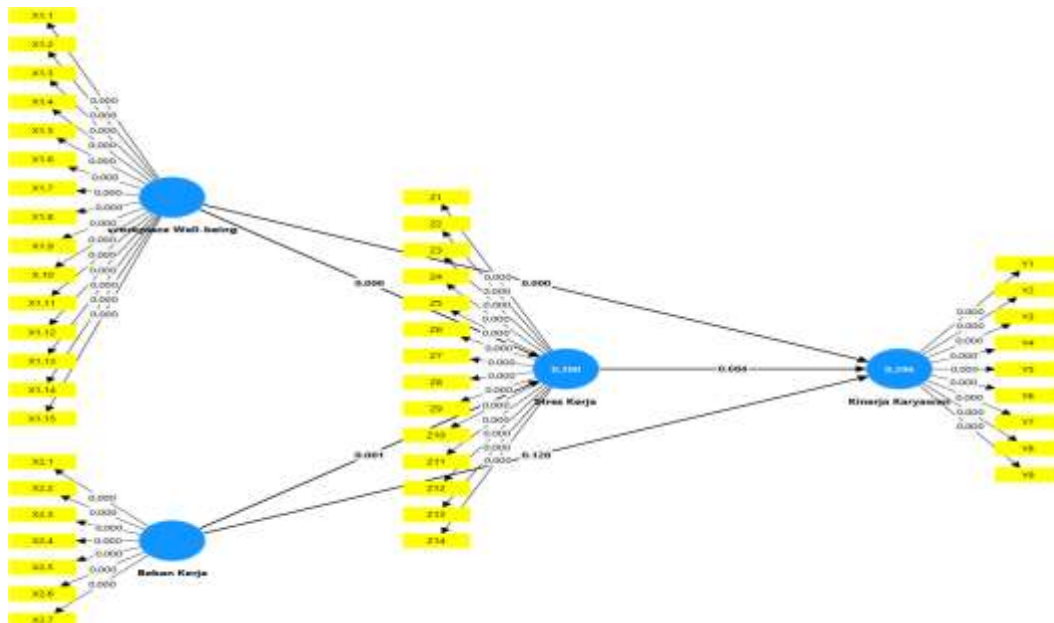


Figure 2 Inner Model

The structural model is assessed using the R Square value for each endogenous latent variable, namely the influence of workplace well-being and workload on employee performance with work stress as an intervening variable as the predictive power of the structural model.

R-Square

Table 1 R-Square

Variable	R-Square	R Square Adjusted
Employee Performance (Y)	0.396	0.376
Job Stress (Z)	0.300	0.285

Source: SmartPLS 4.1.0.2 Processed Data, processed 2024

Based on the table above, the R Square value for the employee performance variable is 0.396. This value indicates that the employee performance variable can be explained by the workplace well-being and workload variables of 0.396 and has a moderate influence. The R Square value for the work stress variable is 0.300. This value indicates that the work stress variable can be explained by the workplace well-being variable and workload of 0.300 and is classified as moderate (moderate).

Hypothesis testing

Table 2 Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	F Square
Workplace Well-Being-> Work Stress	0.510	0.514	0.103	4,931	0,000	0.346
Workload -> Job Stress	0.375	0.389	0.114	3,297	0.001	0.187
Workplace Well-Being-> Employee Performance	0.542	0.559	0.121	4,489	0,000	0.336
Workload -> Employee Performance	-0.178	-0.176	0.117	1,523	0.128	0.041
Job Stress -> Employee Performance	0.048	0.037	0.117	0.407	0.684	0.003
Workplace Well-Being-> Job Stress -> Employee Performance	0.024	0.021	0.061	0.398	0.691	
Workload -> Work Stress -> Employee Performance	0.018	0.010	0.047	0.380	0.704	

Source: SmartPLS 4.1.0.2 Processed Data, processed 2024

Based on table 2 above, if the statistical T value is >1.96 or the P value is <0.05.

1. H1 is accepted, that there is a positive and significant influence of workplace well-being on work stress for North Aceh regent's office employees with a t-statistic value (4.931) > 1.96 and a p-

THE INFLUENCE OF WORKPLACE WELL-BEING AND WORKLOAD ON THE PERFORMANCE OF EMPLOYEES WITH JOB STRESS AS AN INTERVENING VARIABLE IN NORTH ACEH REGENCY OFFICE EMPLOYEES

Lizra Vanitra¹, Azhar², Nurmala³, Ibrahim Qamarius⁴

- value of $0.000 < 0.05$. The existence/influence of workplace well-being in increasing work stress is classified as having a strong influence at the structural level ($f\text{ square} = 0.346$).
2. H2 is supported, with a t-statistic value ($3.279 > 1.96$) and p-value ($0.001 < 0.05$) which shows that workload has a positive and significant influence on work stress for North Aceh regent's office employees. However, the workload variable has a moderate impact on work stress because at the structural level it has an f square value of 0.187.
 3. H3 is accepted, meaning that this hypothesis is proven that there is a significant and positive influence between workplace well-being on employee performance. This is indicated by the t-statistic value ($5.104 > 1.96$) and the p-value $0.000 < 0.05$. Apart from that, the workplace well-being variable has a very high impact on employee performance because at the structural level it has an f square value of 0.336.
 4. H4 is rejected, it can be seen from the t-statistic value (1.488) which is smaller than 1.96 and the p-value (0.137) is greater than 0.05. This indicates that there is no positive and significant influence of workload on employee performance.
 5. H5 is rejected, it can be seen from the t-statistic value ($1.404 < 1.96$) and the p-value ($0.684 > 0.05$). This indicates that there is no positive and significant influence of work stress on employee performance.
 6. H6 is rejected, judging from the P-Value value of $0.691 > 0.05$ or with a t-statistic of $0.398 < 1.96$, it can be concluded that Workplace Well-Being has no effect on Employee Performance through Job Stress.
 7. H7 is rejected, seen from the P value of $0.704 > 0.05$ or with a t-statistic of $0.380 < 1.96$, which means that Workload has no effect on Employee Performance through Job Stress.

Discussion

The Effect of Workplace Well-Being on Job Stress

Based on the results of the analysis explained above, it shows that workplace well-being has an effect on work stress. This is proven by a t-statistic value of $4.931 > 1.96$ and a p-value of $0.000 < 0.05$, so the hypothesis test shows that there is a positive and significant influence of the workplace well-being construct on work stress. This means that workplace well-being is influenced by work stress. The findings of this study are in line with research Leonardi & Astuti (2023) which says that there is significance between work stress and teacher well-being. The results of this study contradict research Hisbih et al. (2023) which suggests that work stress has no influence on workplace well-being.

The Effect of Workload on Job Stress

Based on the results of the analysis explained above, hypothesis testing shows that the workload variable has a positive and significant effect on work stress, with the t-statistic (3.279) greater than 1.96 and the p-value (0.001) smaller than 0.05. This means that there is an influence between workload and work stress of North Aceh Regency regent's office employees. A path coefficient that shows a positive value indicates that the influence of the two is in the same direction. If the workload is high then work stress will be high. Vice versa, the lower the workload, the lower the work stress.

The Effect of Workplace Well-Being on Employee Performance

Based on the results of the analysis explained above, hypothesis testing shows that the workplace well-being variable has a positive and significant effect on employee performance, with the t-statistic (4.489) greater than 1.96 and the p-value (0.000) smaller than 0.05. This means that there is an influence between workplace well-being on the performance of North Aceh Regency regent's office employees. This research supports previous studies by Nadia (2024) which states that workplace well-being has a positive effect on employee performance. Reinforced by research results Herwanto & Umami (2017) who also found that there was a significant influence between workplace well-being on

elementary school teacher performance.

The Effect of Workload on Employee Performance

Based on the results of the analysis described above, hypothesis testing identified that the workload variable does not affect employee performance. This is proven by the t-statistic $(1.523) < (1.96)$ and p-value $(0.128) > 0.05$. This means that there is no influence between workload on the performance of North Aceh Regency regent's office employees. The correlation coefficient value of -0.178 shows that the higher the workload, the lower the employee's performance. Vice versa, the lower the workload, the higher the employee's performance.

The Effect of Job Stress on Employee Performance

Based on the results of the analysis described above, hypothesis testing identified that the work stress variable has no influence on employee performance. This is proven by the t-statistic $(0.407) < (1.96)$ and p-value $(0.684) > 0.05$. This means that there is no influence between work stress on the performance of North Aceh Regency regent's office employees. This research is in line with the findings Sofyan (2019) who stated that work stress has no influence on the performance of employees of the Regional Office of the Directorate General of Taxes, East Java III, Malang City. Also strengthened by research Yulianti & Liana (2022) who also found that work stress had an insignificant effect on employee performance.

The Effect of Workplace Well-Being on Employee Performance is Mediated by Job Stress

According to the findings of the mediation test, work stress has no effect in mediating the influence of workplace well-being and employee performance. This can be seen from the t-statistic value $(0.398) < (1.96)$ and p-value $(0.691) > 0.05$. This means that work stress is unable to mediate the influence of workplace well-being on employee performance. This is in line with the findings Sari et al. (2019) which states that work stress is unable to mediate the effect of workload on employee performance. This finding is also supported by Hutami Pramesti & Piartrini (2020) which states that work stress is considered unable to mediate the relationship between workload and employee job satisfaction.

The Effect of Workload on Employee Performance is Mediated by Job Stress

According to the findings of the mediation test, work stress has no effect in mediating the influence of workload and employee performance. This can be seen from the t-statistic value $(0.380) < (1.96)$ and p-value $(0.704) > 0.05$. This means that work stress is unable to mediate the influence of workload on employee performance. This research is supported by research Sari et al. (2019) which states that work stress is unable to mediate the effect of workload on employee performance. However, the results of this study contradict research Fauziek & Yanuar (2021) which explains that work stress can mediate the influence of job satisfaction on employee performance at PT. XYZ.

Conclusion

1. *Workplace well-being* has an effect on work stress, which means that workplace well-being has a positive and significant effect on work stress for employees of the Regent's Office of North Aceh Regency.
2. Workload influences work stress, which means that workload has a positive and significant effect on work stress for North Aceh Regency Regent's Office employees.
3. *Workplace well-being* has an effect on employee performance, meaning that workplace well-being has a positive and significant influence on the performance of North Aceh Regency Regent's Office employees.
4. Workload has no effect on employee performance, which means workload has no effect on the performance of North Aceh Regency Regent's Office employees.
5. Work stress has no effect on employee performance, meaning that work stress has no effect

THE INFLUENCE OF WORKPLACE WELL-BEING AND WORKLOAD ON THE PERFORMANCE OF EMPLOYEES WITH JOB STRESS AS AN INTERVENING VARIABLE IN NORTH ACEH REGENCY OFFICE EMPLOYEES

Lizra Vanitra¹, Azhar², Nurmala³, Ibrahim Qamarius⁴

on the performance of North Aceh Regency Regent's Office employees.

6. Work stress cannot mediate the influence of workplace well-being on employee performance, meaning that work stress is unable to mediate the influence of workplace well-being on the performance of North Aceh Regency Regent's Office employees.
7. Work stress cannot mediate the influence of workload on employee performance, meaning that work stress is unable to mediate the influence of workload on the performance of North Aceh Regency Regent's Office employees.

Suggestion

1. It would be better to pay more attention to the comfort of the employees of the North Aceh regent's office. Because the more comfortable employees are at work, the better the performance will be for the organization.
2. It would be better to pay more attention to the workload of North Aceh regent's office employees. Because the greater the workload, the greater the work stress felt by employees.
3. Conduct testing with different variables because researchers still find other factors that can support this research such as organizational culture, work ethic, and work motivation.
4. Interpretation of these findings requires research in more depth and continuously to find stronger evidence regarding the direction of the relationship between each variable in the research. So, future researchers can reduce method similarity bias.

Research Limitations

1. The number of respondents was only 96 people, of course still not enough to describe the real situation.
2. The research object is only focused on government offices, where there are many other places where there is also a lot of workload, work stress and lack of comfort in the workplace.
3. Due to the different thoughts, assumptions and understanding of each respondent, as well as other factors such as the respondent's honesty in filling out the questionnaire, the information provided by the respondent during data collection sometimes does not reflect the respondent's true opinion.

REFERENCES

- Adams, J. M. (2019). The Value of Worker Well-Being. *Public Health Reports*, 134(6), 583–586. <https://doi.org/10.1177/0033354919878434>
- Anggit Astianto, H. S. (2014). Pengaruh Stres Kerja Dan Beban Kerja Terhadap Kinerja Karyawan PDAM Surabaya. *Jurnal MAKSIPRENEUR*, 3(7). <https://doi.org/10.1017/CBO9781107415324.004>
- Anwar, N. A. (2015). Gambaran Kemandirian Emosional Remaja Usia 12-15 Tahun berdasarkan Pola Asuh Authoritative. *Fakultas Psikologi Universitas Padjajaran*, 1–9.
- Arianto, D., & Puspita, A. D. (2019). Pengaruh Shift Kerja Terhadap Kinerja Melalui Variabel Kelelahan Dan Beban Kerja Sebagai Variabel Intervening Di Pt M.I. *JISO : Journal of Industrial and Systems Optimization*, 2, 23–28. <https://doi.org/10.51804/jiso.v2i1.23-28>
- Arianty, N. (2014). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai. *JURNAL MANAJEMEN & BISNIS VOL 14 NO. 02 OKTOBER 2014 ISSN 1693-7619*, 17(3), 1–26. file:///Users/andreataquez/Downloads/guia-plan-de-mejora-institucional.pdf%0Ahttp://salud.tabasco.gob.mx/content/revista%0Ahttp://www.revistaalad.com/pdfs/Guias_ALAD_11_Nov_2013.pdf%0Ahttp://dx.doi.org/10.15446/revfacmed.v66n3.60060.%0Ahttp://www.cenetec.
- Avery, M. A., Davis, S. M., Rosenlof, K. H., Ye, H., & Dessler, A. E. (2017). Large anomalies in lower stratospheric water vapour and ice during the 2015-2016 El Niño. *Nature Geoscience*,

- 10(6), 405–409. <https://doi.org/10.1038/ngeo2961>
- Ayu, D. D., & Santi, B. M. (2021). Hubungan antara Persepsi Kepemimpinan Otokratis dengan Workplace Well-Being pada Karyawan PT X di Kabupaten Ponorogo. *Jurnal Penelitian Psikologi*, 8(3), 137–150.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Brunette, M., Couture, S., Brunette, M., & Couture, S. (2013). *Risk management behaviour of a forest owner to address growth risk*.
- Cable, D. M., & Judge, T. A. (1997). Interviewers' perceptions of person-organization fit and organizational selection decisions. *Journal of Applied Psychology*, 82(4), 546–561. <https://doi.org/10.1037/0021-9010.82.4.546>
- Cholilah, I. R. (2019). Workplace Well-Being Berkontribusi dalam Meningkatkan Engagement Karyawan (Studi Literatur). *Jurnal Al-Tatwir*, 6(2), 77–88. <https://doi.org/10.35719/altatwir.v6i1.6>
- Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357–384. <https://doi.org/10.1177/014920639902500305>
- Demo, G., & Paschoal, T. (2016). Well-being at work scale: Exploratory and confirmatory validation in the USA. *Paideia*, 26(63), 35–43. <https://doi.org/10.1590/1982-43272663201605>
- Diener, E., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). *The Satisfaction With Life Scale*. 8(45), 1–2. <https://doi.org/10.1207/s15327752jpa4901>
- Edy Sutrisno. (2019). *Manajemen Sumber Daya Manusia*.
- Ela Yuanita Kusuma. (2020). Stres Kerja, Beban Kerja Terhadap Kinerja Melalui Kepuasan Kerja Pegawai Dinas Pekerjaan Umum Dan Penataan Ruang Kota Mojokerto. *Angewandte Chemie International Edition*, 6(11), 951–952., 21(1), 8–29.
- ET Pramita. (2019). pengaruh beban kerja, disiplin kerja dan motivasi terhadap kinerja karywan PT. Semen Indonesia Distributor Gresik. *Umg Repository*, 15(311), 28–29.
- Fauziek, E., & Yanuar, Y. (2021). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Stres Kerja Sebagai Variabel Mediasi. *Jurnal Manajerial Dan Kewirausahaan*, 3(3), 680. <https://doi.org/10.24912/jmk.v3i3.13155>
- Fitri, S. M., Ludigdo, U., & Djamhuri, A. (2013). PENGARUH GAYA KEPEMIMPINAN, KOMITMEN, ORGANISASI, KUALITAS SUMBER DAYA, REWARD, DAN PUNISHMENT TERHADAP ANGGARAN BERBASIS KINERJA (Studi Empirik Pada Pemerintah Kabupaten Lombok Barat). *JDA Jurnal Dinamika Akuntansi Disetujui: Agustus Syarifah Massuki Fitri*, 5(2), 157–171. <http://journal.unnes.ac.id/nju/index.php/jda>
- Fridayanti, F., Kardinah, N., & Nurul Fitri, T. J. (2019). Peran Workplace Well-being terhadap Mental Health: Studi pada Karyawan Disabilitas. In *Psychopathic : Jurnal Ilmiah Psikologi* (Vol. 6, Issue 2, pp. 191–200). <https://doi.org/10.15575/psy.v6i2.5754>
- Gaggiotti, H. (2006). Going from Spain and Latin America to Central Asia : decision-making of expatriation and meaning of work. *The Central Asia Business Journal*, 1(November), 1. https://www.researchgate.net/profile/Hugo_Gaggiotti/publication/255577892_Going_from_Spain_and_Latin_America_to_Central_Asia_decision-making_of_expatriation_and_meaning_of_work/links/0a85e53560ba55c142000000.pdf
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *An Introduction to Structural Equation Modeling BT - Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A*