The Effect Of Workload And Work Stress On Employee Mental Health In Work-Life Balance Mediation At PT. Earth Maestroayu

Pengaruh Beban Kerja Dan Stress Kerja Terhadap Employee Mental Health Di Mediasi Work-Life Balance Di PT. Bumi Maestroayu

Dita Andriani Retno[1], Purwani Setyaningrum[2]
Universitas Pelita Bangsa[1,2]
ditaaaadr@gmail.com[1], retno.purwani.setyaningrum@pelitabangsa.ac.id[2]

*Coresponding Author

ABSTRACT
This study aims to analyze the influence of cultural environmental factors and psychological empowerment on employee engagement, with employee perspectives serving as a mediating variable. The research employs a quantitative approach using a causal-explanatory method and data analysis through PLS-SEM 4.0. The population in this study consists of 100 employees, and the respondents are 100 individuals working at PT. Bumi Maestroayu, selected randomly using the Simple Random Sampling method. The study reveals that workload has a negative effect on employees' mental health but does not have a direct impact on work-life balance. Conversely, employees' mental health is proven to have a positive effect on work-life balance. Job stress has a positive influence on mental health and also directly contributes to the improvement of work-life balance. Furthermore, mental health is proven to mediate the influence of workload and job stress on work-life balance. These results emphasize the importance of maintaining employees' mental health as a key factor in creating a balance between personal and professional life.
Keywords : Workload, Stres Kerja, Kesehatan Mental Karyawan, Work-Life Balance

ABSTRAK
Penelitian ini bertujuan untuk menganalisis pengaruh faktor lingkungan budaya dan pemberdayaan psikologis terhadap employee engagement, dengan perspektif karyawan sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif dengan metode eksplanatori kausal dan analisis data melalui PLS-SEM 4.0. Populasi dalam penelitian ini terdiri dari 100 orang karyawan, dan respondennya adalah 100 orang yang bekerja di PT. Bumi Maestroayu yang dipilih secara acak dengan menggunakan metode Simple Random Sampling. Hasil penelitian menunjukkan bahwa beban kerja berpengaruh negatif terhadap kesehatan mental karyawan tetapi tidak berdampak langsung terhadap keseimbangan kehidupan kerja. Sebaliknya, kesehatan mental karyawan terbukti berpengaruh positif terhadap keseimbangan kehidupan kerja. Stres kerja memiliki pengaruh positif terhadap kesehatan mental dan juga secara langsung berkontribusi terhadap peningkatan keseimbangan kehidupan kerja. Lebih lanjut, kesehatan mental terbukti memediasi pengaruh beban kerja dan stres kerja terhadap keseimbangan kehidupan kerja. Hasil ini menekankan pentingnya menjaga kesehatan mental karyawan sebagai faktor kunci dalam menciptakan keseimbangan antara kehidupan pribadi dan profesional.
Kata kunci : Beban Kerja, Stres Kerja, Kesehatan Mental Karyawan, Keseimbangan Kehidupan Kerja

1. Introduction

In the evolving era of globalization, human resources play a crucial role and are faced with increasingly complex challenges in managing quality human capital to achieve the goals of corporate management. (Hadiati et al., 2025). The retail sector is one of the fastest-growing industries globally and plays a vital role in the national economy. However, the dynamic nature of this industry demands employees to work intensively, which directly impacts their productivity and mental well-being.

Among the rapidly growing sectors worldwide, retail holds a significant position in economic development. The rapid expansion of the retail industry is closely linked to

employee productivity, which tends to decline when employees experience poor mental health.

In the effort to create a healthy work environment, the role of managers is crucial—particularly in formulating policies that can reduce potential conflicts and prevent the emergence of mental health issues. Nonetheless, an equally important aspect is eliminating the negative stigma surrounding mental health issues, which must be understood and acknowledged by the employees themselves. Mental health is an essential element in supporting both employee productivity and overall well-being (Mas'ud, 2024). In addition, workload and job stress significantly affect employees' mental health. Workload is defined as the discrepancy between an employee's capacity and the demands of the tasks that must be performed (Arif, 2022). When employees' capabilities are exceeded, negative adjustments may occur in the form of job stress. Employees are vulnerable to excessive workloads such as long working hours and strict sales targets which can lead to stress and mental fatigue, ultimately affecting their productivity and overall well-being (Suparno et al., 2025).

Tabel 1. Data and Facts Related to Mental Health in the World and Indonesia

No	Source	Year	Main findings
	WHO (Institute of Health Metrics and Evaluation)	2019	1 in 8 people (970 million) in the world suffer from a mental disorder, with anxiety and depression being the most common. The age of 15–24 years is a critical period due to social and family demands.
	Mercer Marsh Benefits	2022	37% of Indonesian employees have mental health disorders; Stress is triggered by economic conditions such as inflation and the cost of living.
	Gallup - State of the Global Workplace Report	2022	21% of Indonesian workers feel depressed, at risk of reducing productivity.
	BPS (analisis Kompas)	2022	Severe mental health disorders are more experienced by middle-class workers (48.7%) than by the lower and upper classes.
	Ekbis.sindonews.com	2023	Only 17% of companies in Indonesia provide mental health facilities/benefits for employees.

Source : WHO (2019); WHO Regional Office for South-East Asia (2025); Mercer Marsh Benefits (2022); Gallup (2022); BPS (dalam Kompas, 2022); Ekbis.sindonews.com (2023).

According to data from the WHO in 2019, 1 in every 8 people—or 970 million individuals worldwide—were living with a mental disorder, with anxiety and depression being the most common (Institute for Health Metrics and Evaluation, 2022). The WHO's Regional Office for South-East Asia, in its Strategic Guidance on Accelerating Actions for Adolescent Health in the South-East Asia Region, stated that young adulthood (ages 15–24) is a critical stage in the human life span, as individuals in this age group face various pressures, such as expectations from family and community. If they are unable to meet these expectations, poor mental health and unhealthy behaviors may result. (Gustiadi & Sadikin, 2025). These data indicate that a significant portion of the productive-age workforce experiences poor mental health, which may be influenced by excessive workload and job stress.

Based on several recent surveys and studies, employee mental health in Indonesia shows a significant prevalence rate. A study conducted by Mercer Marsh Benefits in 2022 revealed that around 37% of employees in Indonesia experience mental health issues, with

stress being the main factor, driven by uncertain economic conditions such as inflation and rising living costs (foto.bisnis.com, 2022).

Additionally, Gallup's State of the Global Workplace Report in the same year reported that 21% of Indonesian workers feel stressed, which could potentially lower their productivity (isafetymagazine.com, 2022). Data from Statistics Indonesia (BPS), analyzed by Kompas in 2022, also showed that severe mental health disorders are more commonly experienced by middle-class workers (48.7%) compared to those in the lower and upper classes (lifestyle.kompas.com, 2024). However, despite the growing urgency of mental health issues, only 17% of companies in Indonesia provide mental health facilities or benefits for their employees (ekbis.sindonews.com, 2023). These findings highlight the need for greater attention from both companies and the government regarding mental health in the workplace. Previous studies have examined the relationship between workload and employee mental health, such as (Mardijanto, Budiman, Astutik, 2022) with a percentage as high as 75%, and among nurses during the pandemic, the majority—70.0%—were found to have moderate levels of mental health. These results indicate a positive and significant relationship between workload and employees' mental health. Another study by (HENI SEKAR ARUM, 2023) stated that there was a significant relationship between the psychosocial workload of nurses and mental health (p<0.5). However, not all studies show similar results among (Septian et al., 2025). The results of the study show that the workload has no effect on the mental health of employees. Also (Suparno et al., 2025) stated the results of a study that showed that the workload had no effect on the mental health of employees. Thus, it can be concluded that previous findings regarding the influence of workload on mental health still show mixed results, with two studies supporting a significant relationship, and the other two showing insignificant results..

In addition to workload, work stress is also a variable that is often studied in relation to employee mental health (Azizah et al., 2025) stated that there was a relationship between work stress value (p=0.055) stating the results of significant research between work stress and employee mental health. And in the research (Sukma Sahadewa, 2022) provide positive and significant research results on work stress variables on mental health. But (Maserati, 2020) revealed the results of insignificant and negative studies between work stress and employee mental health simultaneously (R^2=0.94, P=.001). As well as the results of the research (Fadhilah et al., 2023). The results of this study indicate that job stress and anxiety have no significant effect on mental well-being, as shown by the significance values of P = 0.999 for job stress and P = 0.719 for anxiety, based on the Chi-square test analysis. Therefore, it can be concluded that there is no significant relationship between stress or anxiety and the mental well-being of employees at Bank Syariah Indonesia in Makassar City. Based on these findings, it can be inferred that the influence of job stress on mental health remains inconsistent, with two studies reporting a significant effect and two others reporting no significant effect.

Given the inconsistency in previous research findings, it is important to consider mediating variables that could clarify the relationship between workload and job stress on employees' mental health. One relevant variable to examine as a mediator is work-life balance. A study by (Zahra Aprilia Suparman et al., 2023) The object of this study is PT Tectona Cipta Niaga with a total of 84 respondents. The results of the study show that workload has a positive and significant effect on job satisfaction, workload has a positive and significant effect on work-life balance, work-life balance has a positive and significant effect on job satisfaction, and work-life balance is able to mediate the influence of workload on work satisfaction of PT Tectona Cipta Niaga. Next (Megayani et al., 2021) found that work stress had a negative and significant influence on work-life balance, with a coefficient value of -0.181 and a p-value of 0.030. Also in research (Novita Ramadhan et al., 2024) Partially, the occupational health variable has a significant effect on work-life balance, with the calculated t-value being greater

than the t-table value. The results of the test and data analysis show that the calculated t-value of 9.536 is greater than the t-table value of 1.992, with a significance value of 0.000, which is less than 0.05.

Based on these results, this study aims to analyze the impact of job stress and workload on employees' mental health, with work-life balance as a mediating variable. The research will focus on employees at PT Bumi Maestroayu, a wholesale retail company operating in the meat import sector. It is hoped that the findings of this study will provide valuable insights for retail companies in their efforts to enhance employee engagement and performance, through a deeper understanding of the effects of job stress, workload, and work-life balance on employees' mental health.

2. Literature Review
Workload

Workload can be understood as a mismatch between a worker's ability or capacity and the demands or tasks required to be completed in his or her job. When job demands exceed one's abilities, this can create pressures that impact performance effectiveness and individual well-being. (Arif, 2022).

Mental health issues can arise when employees are faced with an overly heavy workload, which can ultimately lead to stress and emotional burnout. (Mardijanto, Budiman, Astutik, 2022)

In an increasingly competitive work environment, heavy workloads are often a major problem for employees, which in turn can negatively affect their mental health. (Suparno et al., 2025). The following are the factors and indicators of the workload variables.

1. Volume of Work

Indicator:
*   Number of tasks or work to complete
*   Unbalanced workload between employees
*   Deadlines that are too short

2. Duration of Work

Indicator:
*   Daily working hours that exceed the standard
*   Frequency of overtime in a week/month
*   Insufficient rest time

3. Job Pressure

Indicator:
*   A strict level of urgency or deadline
*   High and ever-increasing expectations of the boss
*   Pressure from customers or outside parties

4. Task Complexity

Indicator:
*   Tasks require high skills or multitasking
*   Lack of training or job guidance
*   The need to make important decisions in a short time

5. Availability of Resources

Indicator:
*   Lack of adequate work aids or technology
*   Understaffed
*   Minimal support from superiors or co-workers

6. Work-Life Balance

Indicator:
- Work disruption to personal or family time
- Difficulty separating work and home affairs
- No flexibility in working hours.

Work Stress

Work stress can be interpreted as an imbalance between the capacity or ability of an employee and the demands or tasks that must be fulfilled in their work. This imbalance can have a huge effect on employees' mental health, as high pressure at work can add to stress and lead to feelings of overwhelm (Arif, 2022)

In general, stress is often understood as a stressful and unpleasant state, in which a person feels subjectively burdened. Stress is an adaptive response that is influenced by individual differences and psychological processes, namely as a result of external activities, situations, or events. (Ramadhan et al., 2025)

Work stress is a condition in which work-related factors interact with employees, changing their psychological and physiological state so that the individual is forced to act outside of their normal functions. (Sukma Sahadewa, 2022)

1. Overload

Indicator:
- The amount of work that is not commensurate with the time available
- Pressure to complete tasks in a short period of time
- Frequency of overtime or working hours exceeding the standard

2. Psychological Demands

Indicator:
- Feeling overwhelmed by the complexity of the task
- Excessive anxiety about the results of work
- Inability to manage emotions when faced with work pressure

3. Interpersonal Relationships in the Workplace

Indicator:
- Conflicts with superiors or colleagues
- Lack of social support in the work environment
- Feeling unappreciated by the team or leadership

4. Lack of Control over Work

Indicator:
- Lack of freedom to make decisions related to tasks
- Work duties are determined entirely by the supervisor without participation
- No flexibility in getting the job done

5. Role Ambiguity

Indicator:
- Not understanding job responsibilities clearly
- Tasks change frequently without clear notice or guidelines
- Feeling that the role is not in accordance with your skills or position

6. Work-Life Balance

Indikator:
- Disruption of work to family time
- Difficulty separating work and personal affairs
- Not enough time for recovery and relaxation

Employee Mental Health

Another problem is the low awareness of business actors which contributes to mental health and safety problems for their employees.(Lubis, 2022)

Employees' mental health in the workplace is often overlooked because it is not physically visible. Therefore, careful attention and observation from the company's leaders are required. (Sulastri, 2020)

Poor mental health can reduce organisational efficiency and have broader social implications by reducing physical health, leading to increased medical costs. (Meidina & S., 2022)

1. Managerial Awareness and Support
   Indicator:
   - Manager's level of understanding of the importance of employee mental health
   - Availability of training or education for managers to recognize symptoms of mental disorders
   - Managers' concern in providing support for employees' mental well-being (Sulastri, 2020)

2. Healthy Work Environment
   Indicator:
   - A work atmosphere that supports collaboration and positive communication
   - Presence of anti-bullying or unhealthy behaviour policies in the workplace
   - Access to mental health facilities such as counselling or psychological support

3. Workload and Stress
   Indicator:
   - Excessive number of tasks that affect mental well-being
   - Pressure to meet tight targets or deadlines
   - The level of stress experienced due to tasks or work conflicts (Lubis, 2022)

4. Worklife balance
   Indikator:
   - Ability to manage time between work and personal life
   - Frequency of overtime that interferes with family or personal time
   - Sufficient rest time for mental and physical recovery

5. Stigma against Mental Health
   Indicator:
   - Negative stigma or indifference to mental health problems
   - Employees' difficulty opening up or seeking help related to mental health issues
   - Decreased productivity due to feelings of shame or fear of social stigma (Meidina & S., 2022)

Work-Life Balance

Generation Z prioritises personal growth and development, emphasising education, skill acquisition, and knowledge expansion. As a result, they prioritise company training activities, such as development programmes, which provide opportunities to enhance their abilities in their chosen career paths (Nurkhofifah et al., 2025).

Work-life balance is a person's ability to find a rhythm that can balance work tasks with responsibilities outside of work that can provide opportunities to fulfil and prioritise both, trying to minimise distractions between the two. (Novita Ramadhan et al., 2024) Work-life balance includes four main dimensions, namely balanced time allocation, behavioural adjustment between work and personal roles, stress management of both roles, and proportional distribution of energy in living professional and personal lives. (Frisdayanti & Handoyo, 2021).

1. Balanced Time Allocation
   Indicator:
   - Clear division of time between work and personal activities
   - Ability to complete work within a set time without interrupting personal time
   - No excessive work interruptions during breaks or holidays
2. Behavioural Adjustment between Work and Personal Roles
   Indicator:
   - Ability to switch between professional and personal roles smoothly
   - There is no role conflict between job demands and personal needs
   - Employees feel able to meet expectations both in work and personal life (Novita Ramadhan et al., 2024)
3. Stress or Pressure Management from Both Roles
   Indicator:
   - Controllable and non-protracted stress levels
   - Support from superiors or co-workers in dealing with work pressure
   - Ability to cope with feelings of overwhelm by managing stress effectively (Frisdayanti & Handoyo, 2021)
4. Proportional Energy Distribution
   Indicator:
   - Ability to maintain physical and mental energy while carrying out work tasks and personal life
   - Have time to rest and maintain a healthy body
   - A level of personal happiness comparable to job satisfaction.
5. Opportunities for Personal Growth and Development
   Indicator:
   - Employees are given the opportunity to participate in training and self-development programmes
   - There are opportunities to improve skills relevant to the desired career path (Nurkhofifah et al., 2025)
   - Work environment supports the achievement of personal goals through development opportunities

3. Research Methods

This study uses a quantitative method with an explanatory-causal approach, aiming to identify and test the cause-and-effect relationships between variables in a theoretical model. The research focuses on analyzing the role of Workload and Job Stress in influencing Employee Mental Health, with Work-life Balance positioned as a mediating variable in the relationship. The population of this study consists of employees working at PT Bumi Maestroayu. Since the exact population size is unknown, the sample determination technique uses the Lemeshow formula, with a sample size of 100 respondents. The sampling technique employed is simple random sampling, which is a technique of randomly selecting samples without considering strata within the population. The data used in this study are primary data, obtained through the distribution of questionnaires to the respondents. The questionnaire instrument is constructed using a Likert scale ranging from 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The variables used in this study consist of independent variables, namely Workload (X1) and Job Stress (X2); the mediating variable, Work-life Balance (Z); and the dependent variable, Employee Mental Health (Y). Each variable is measured using indicators developed from previous research. Data analysis techniques are performed using Partial Least Squares - Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS 4.0 software. Data analysis includes an outer model test to assess the validity and

reliability of indicators, including convergent validity (Average Variance Extracted/AVE), discriminant validity, composite reliability, and Cronbach's Alpha. Next, an inner model test is conducted to examine the relationships between variables in the structural model, with attention to the R-square (R^2) and Effect Size (f^2) values. Finally, a path coefficient test is performed to assess the significance of the relationships between variables by examining the T-statistic and P-value.

4. Results and Discussions
Validity Test
The validity test in this study involved 100 respondents, with a reference for assessment based on the outer loading value of each indicator on each variable. The indicator is declared to be valid if it has an outer loading value above 0.7. The entire data analysis process is carried out using SmartPLS software version 4.0.
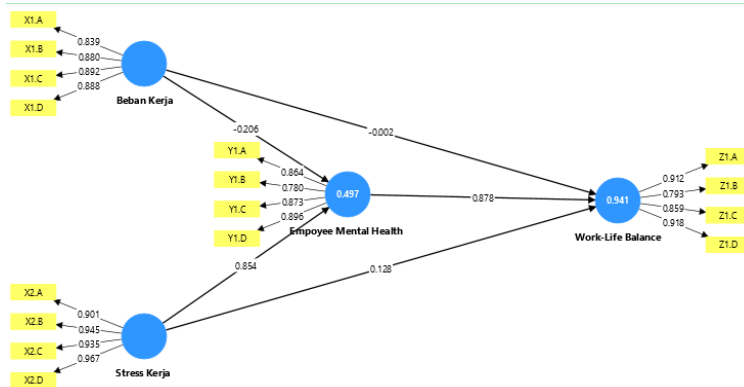
1. Konvergen Validity

Table 2. Outer Loading

	Workload	Empoyee Mental Health	Work Stress	Work-Life Balance
X1.C	0.892			
X1.D	0.888			
X1.B	0.880			
X1.A	0.839			
Y1.D		0.896		
Y1.C		0.873		
Y1.A		0.864		
Y1.B		0.780		
X2.A			0.901	
X2.B			0.945	
X2.C			0.935	
X2.D			0.967	
Z1.A				0.912
Z1.B				0.793
Z1.C				0.859
Z1.D				0.918

2. Diskriminan Validity

Table 3. Diskriminan Validity n

	Workload	Empoyee Mental Health	Work Stress	Work-Life Balance
Workload	0.875			
Empoyee Mental Health	0.460	0.854		
Work Stress	0.780	0.693	0.938	
Work-Life Balance	0.501	0.966	0.735	0.872

Picture 1. Outer Loading

Based on the results in the table above, all question items show a loading factor value above 0.70, which indicates that each indicator has adequate convergent validity. Furthermore, the value of the square root of Average Variance Extracted (√AVE) in each construct is higher than the correlation value between other constructs. This shows that the validity of the discriminant has been met on all the variables tested. Thus, it can be concluded that the entire construct in this research model meets the criteria of convergent and discriminant validity.

Reliability Test

The reliability test was carried out on 100 research respondents with reliability testing criteria in the form of an index that shows the extent to which the measuring instruments of the research variables can be trusted. If Cronbach's Alpha and Composite Reliability values are greater than those in the table, then they are declared reliable.

Table 4. Reability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Workload	0.898	0.902	0.929	0.766
Empoyee Mental Health	0.875	0.876	0.915	0.730
Work Stress	0.954	0.961	0.967	0.879
Work-Life Balance	0.894	0.897	0.927	0.760

Inner Model

1. R Square

Table 5. R-Square

	R-square	R-square adjusted
Empoyee Mental Health	0.497	0.487
Work-Life Balance	0.941	0.939

2. F Square

Table 6 . F-Square

	Workload	Empoyee Mental Health	Work Stress	Work-Life Balance
Workload		0.033		0.000
Empoyee Mental Health				6.574
Work Stress		0.568		0.070
Work-Life Balance				

Path Coefficient Results

Hypothesis testing in this study was carried out through path analysis to determine the magnitude of the influence between variables in the structural model. The significance test was carried out using a t-test and a probability value (p-value), with a significance level of 5% (α = 0.05).

Hypothesis Test Results

Table 7 . Hypothesis Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Workload -> Empoyee Mental Health	-0.206	-0.189	0.100	2.062	0.042
Workload -> Work-Life Balance	-0.011	-0.011	0.050	0.213	0.832
Empoyee Mental Health -> Work-Life Balance	0.867	0.867	0.048	18.136	0.000
Work Stress -> Empoyee Mental Health	0.853	0.848	0.095	8.939	0.000
Work Stress -> Work-Life Balance	0.143	0.144	0.067	2.139	0.035
Workload -> Empoyee Mental Health -> Work-Life Balance	-0.181	-0.167	0.091	1.986	0.050
Work Stress -> Empoyee Mental Health -> Work-Life Balance	0.750	0.746	0.098	7.652	0.000

5. Conclusion

This study aims to analyze the influence of cultural environment factors and psychological empowerment on employee engagement, with employee perspective serving as a mediating variable. A quantitative approach with a causal-explanatory method was employed. Data analysis was conducted using Partial Least Squares - Structural Equation Modeling (PLS-SEM) version 4.0. The population consisted of all employees at PT. Bumi Maestroayu, with a total of 100 respondents selected randomly using the Simple Random Sampling method. Based on the results of data analysis and hypothesis testing, several conclusions can be drawn. First, cultural environment factors have a significantly negative effect on employees' mental health (p = 0.042), indicating that greater cultural pressure tends to decrease mental well-being. Second, these factors do not significantly affect work-life balance (p = 0.832), suggesting they do not directly influence employees' ability to balance personal and professional life. Third, mental health has a significant positive effect on work-life balance (p = 0.000), meaning that better mental health enhances work-life harmony. Fourth, job stress significantly and positively impacts mental health (p = 0.000), emphasizing that well-managed stress can enhance mental alertness and responsibility. Fifth, job stress also positively influences work-life balance (p = 0.035), implying that constructive stress can motivate employees to better manage their time and roles. Sixth, mental health significantly mediates the effect of workload on work-life balance (p = 0.050), indicating that a high workload can still lead to a balanced life if mental health is maintained. Lastly, mental health also significantly mediates the relationship between job stress and work-life balance (p = 0.000), highlighting its crucial role in enhancing the positive impact of stress on life balance. Therefore, this study underscores the importance of managing the work environment and fostering psychological empowerment to boost employee engagement and work-life balance, with mental health playing a central role.

Based on these findings, several recommendations are proposed: (1) Workload Management companies should reassess task distribution systems to prevent overload, as

excessive workload harms mental health; (2) Stress Management stress management programs such as coping skills training, routine counseling, and sufficient breaks should be implemented to prevent work-life imbalance; (3) Mental Health Support psychological support services and a healthy, supportive work environment are essential, as mental health is a key mediator; (4) Work-Life Balance Policy flexible work arrangements, such as remote work or adaptable hours, should be adopted to help employees maintain balance; (5) Regular Monitoring companies should routinely assess stress levels, workloads, and work-life balance to identify issues early and implement timely corrective measures.

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