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ORKLOAD, WORK ENVIRONMENT, MENTAL HEALTH, AND PRIVATE EMPLOYEE PERFORMANCE

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Abstract

Work and work environment on employee performance with mental health as intervening variables. The research method uses a quantitative approach with path analysis based on SEM-PLS. The results showed that workload had a positive and significant effect on employee performance (β = 0.241; p = 0.034) and mental health (β = 0.425; p = 0.000). The work environment also had a positive and significant effect on mental health (β = 0.429; p = 0.000) and employee performance (β = 0.331; p = 0.041). In addition, mental health has been shown to have a significant positive effect on employee performance (β = 0.366; p = 0.001). Further analysis revealed that mental health mediated the relationship between workload and performance (β = 0.155; p = 0.007) as well as between the work environment and employee performance (β = 0.157; p = 0.037). These findings confirm that employee performance is not only determined by the physical aspects of work and work environment conditions, but also influenced by mental health stability. As such, companies need to manage workloads proportionately, create a conducive work environment, and provide support for employees' mental health to improve performance and reduce turnover.

Keywords: ***Workload, Work Environment, Mental Health, Employee Performance, Turnover Intention***

INTRODUCTION

Human resources are the most important asset in an organization, both government and private. Superior human resources are the strength of management and contribute to achieving organizational goals. In managing human resources, which are valuable and valuable assets. The organization should create a conducive place, environment, and situation in work. Ensure that an employee feels valued and accepted in the organization where he or she works. So that these employees can survive and contribute optimally in helping to achieve the company's goals. However, it is different from the phenomenon that until now is still occurring in the scope of work. The turnover of employees in an organization or company in a relatively fast period of time, exceeding the normal limits of the company. *Turnover Intention* is an action taken by an employee to resign from the company either voluntarily or caused by certain factors. (Masita, 2021) *Turnover* occurs in various industrial sectors. It does not only occur in one sector or a specific field.

Figure 1.
Source : Mekari.com (2023)

Based on the figure above, the employee *turnover* percentage exceeds 10%. If in a company the *turnover percentage is* above 10%, then it can be said to be high. Some of the things that cause *employee turnover* are: 1)

Age, 2) Environment, 3) Workload, 4) Job satisfaction, 5) Salary, 6) Mental health. With employee Gatta , 2024) *turnover* with a close time span, it will have an impact on declining company performance. The performance of a company depends on the work of its employees. However, leaders can play a role in planning, executing, and controlling an organization. In this case, leaders have an important role in their efforts to motivate and manage their employees. Organizations need to pay special attention to the achievements obtained by employees by giving rewards (gifts, rewards, and awards) and motivation to work passionately, have high responsibility for their duties, so that an organization will easily fulfill the planned goals (Daulay, et al., 2017). According to Performance, it is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Wan Dedi Wahyudi and Zulaspan Tupti , 2019) (Faizal et al., 2019)

In work, each employee has a different workload from each other. Employee performance can be said to be good if an employee can complete all workloads according to the specified time. According to Workload, it is a process in determining the number of working hours of human resources that work, use, and are needed to complete a job for a certain period of time. Workload refers to a series of activities that require mental processes or skills to be completed physically and mentally with a certain period of time. This is supported by research stating that workload has a positive effect on the performance of bank employees. Employees perform tasks according to their skills, perform tasks according to the potential of the workforce, therefore even though employees have a high workload, they are still supported by the company having adequate facilities and infrastructure so that it can improve employee performance. However, a different study states that workload has a negative effect on employee performance in production employees. As a form of responsibility to the company, an employee is supposed to complete his work. Of course, this is supported by the atmosphere and environment created by the company. (E.g., Mahawati Et. al, 2021) (Riani and Putra, 2017) (Saulina Batubara & Abadi, 2022) (Kenanga et al., 2020)

According to the work environment, it is a place or condition where employees do activities well if the environment feels comfortable, safe and clean which can later determine the success of an organization. A conducive work environment can also increase the productivity of a person. With increased productivity, of course, it will have an impact on a person's performance. This is in line with research that the work environment has a positive effect on employee performance in production employees. Employees can work productively and enthusiastically with an adequate and conducive work environment. However, a different thing was found in the study stating that the work environment has a negative effect on employee performance. Employees basically have their own goals at work. Regardless of the environment, the main thing is to perform well and earn enough income. With a good and conducive environment, it is expected to be able to maintain the mental health of employees. (Jodie Firjatullah et al., 2023) (Kenanga et al., 2020) (Erlina Gentari, 2022)

Mental health is a state of mental well-being that allows a person to cope with the pressures of life, realize his or her abilities, learn well and work well, and contribute to his or her community, according to the World Health Organization. Mental health is a fundamental human right. And this is essential for personal, community and socio-economic development. **Dra. Sepi Indriati, Psychologist (2020) stated that** a person who is mentally *healthy* can use his abilities or potential to the maximum in facing life's challenges, as well as establish positive relationships with others. This is in line with research that states that mental health has a positive effect on the performance of private employees. Employees with a healthy mental condition will be very productive at work. This condition is supported by a good company culture and environment. However, different results were obtained in studies that stated that mental health has a negative effect on employee performance. Employees with a healthy mental state do not necessarily improve their performance. They tend to work to complete workloads according to targets without any innovation or performance improvement. (Kisdayanti & Farida, 2023) (Febriono, 2020)

A person whose mental health is impaired will experience mood disorders, thinking skills, and emotional control which can ultimately lead to bad behavior. With so many demands in life accompanied by a workload in the scope of their work, it is not surprising that a person will be easily disturbed by their mental health. It also affects performance and can hinder the achievement of organizational goals. (Manik, 2023) From the background of the above research results and with the results of the inconsistencies obtained, the author is interested in conducting a research with the title "Workload, Work Environment, Mental Health, and Private Employee Performance"

LITERATURE REVIEW

Employee Performance

According to (Ahmadi, 2021:15) who argues that employee performance is the result of a person's work in terms of quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. Performance is a translation of performance which means the result of a person's work, where this is a management process or an organization as a whole, where the results of the work can be shown concretely and can be measured or compared with the standards that have been determined by the organization (Sedarmayanti

2017 in Nasir et al, 2021). It can be concluded that employee performance is the result of an employee's work that can be measured both in quality and quantity.

Workload

Workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time (Nabawi, 2019). Workload is any form of work given to human resources to be completed within a certain period of time (Rivai, 2021). It can be concluded that workload is an activity that burdens an employee as a form of responsibility to the company or organization. With the main duties and functions arising from the position or position of an employee in order to achieve the goals of the company or organization. Company management can measure the workload received by an employee. So that employees and workload are not biased. Clear parameters are required in performing workload measurements.

Work Environment

The work environment is the state in which a worker does his work. The overall tools and materials faced, the surrounding environment in which a person works, the working methods and the arrangement of work both as an individual and a group (Rivai, 2021). The work environment should be the concern of the company or organization. Because this environment is one of the factors that improve employee performance. A safe, comfortable, and conducive environment is of course the expectation of an employee. With this situation, of course, it can also achieve the company's goals. In line with the opinion (Herlinda, et.al in Prasetya, 2021) The work environment is everything around the employee that can influence him to carry out the tasks given.

Mental Health

According to (World Health Organization, 2023) mental health is a state of mental well-being that allows a person to overcome the pressures of life, realize his abilities, learn well and work well, and contribute to his or her community. A Health expert Meriam Webster argues that a good emotional and psychological state, where individuals can utilize cognitive and emotional ability to function in their community, and meet their daily life needs (Zulkarnain, 2019). Meanwhile, according to (Law 18 of 2014 concerning Mental Health, n.d.) states that mental health efforts are carried out through promotive, preventive, curative, and rehabilitative approaches that are carried out in an integrated, comprehensive, and sustainable manner together with cross-programs and related sectors.

METHOD

In this study, quantitative research methods are used because the population is clear, the problem has been observed, measured, and the researcher intends to test the hypothesis. Population is a generalized area consisting of: objects/subjects that have certain quantities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is private employees who work in the Denpasar City area. In this study, a sample of 152 private employees in the Denpasar City area was used. The characteristics are: Private employees who work in the Denpasar City area and have worked for at least 2 years. Data collection techniques are interviews and observations. The analysis technique used, namely descriptive analysis, is used to provide an empirical picture or description based on the data collected in the research. So in a nutshell, this descriptive analysis is useful to provide an overview of the data that has been obtained, including

RESULTS AND DISCUSSION

Analysis Results

This study uses the *Structural Equation Modeling (SEM)* method based on *Partial Least Square (PLS)* to test the influence of workload and work environment on employee performance mediated by Mental Health in private employees in Denpasar City. The test calculation in this study was carried out using SmartPLS software version 4.1. The analysis process consists of two main stages, namely: evaluation of the measurement model (*outer* model) and evaluation of the structural model (*inner* model). The evaluation stage of the measurement model tests the validity and realism of the construct as a whole. The validity of the convergence was evaluated by checking the loading factor above 0.7. Discriminant validity was assessed using Fornell-Lacker criteria, cross-loading, Heterotrait-Monotrait ratio (HTMT), and Average Variance Extracted (AVE) values. The construct realism was tested using Cronsbach's Alpha and Composite Realibility, the expected value of the test exceeding 0.7. The evaluation included a multicollinearity examination through a Variance Inflation Factor (VIF) of less than 5.

In this study, a hypothesis test was also conducted to determine the direct influence between Workload and Work Environment on Employee Performance, as well as its effect on Mental Health. Significance criteria were determined by comparing the t-value of the > of the t-table (1.96 for the 5% significance level) or the p-value of <

of 0.05. Furthermore, this study conducted a test of the indirect influence of the mediation effect of Mental Health in the relationship between Workload and Work Environment on Employee Performance. The bootstrapping method is applied to estimate the statistical significance of indirect effects. The significance criteria for the mediated effect use the same parameters as the direct influence test, i.e. the t-value must be greater than the t-table (1.96) or the p-value must be smaller than 0.05.

Evaluation of Measurement Models (*Outer Model)*

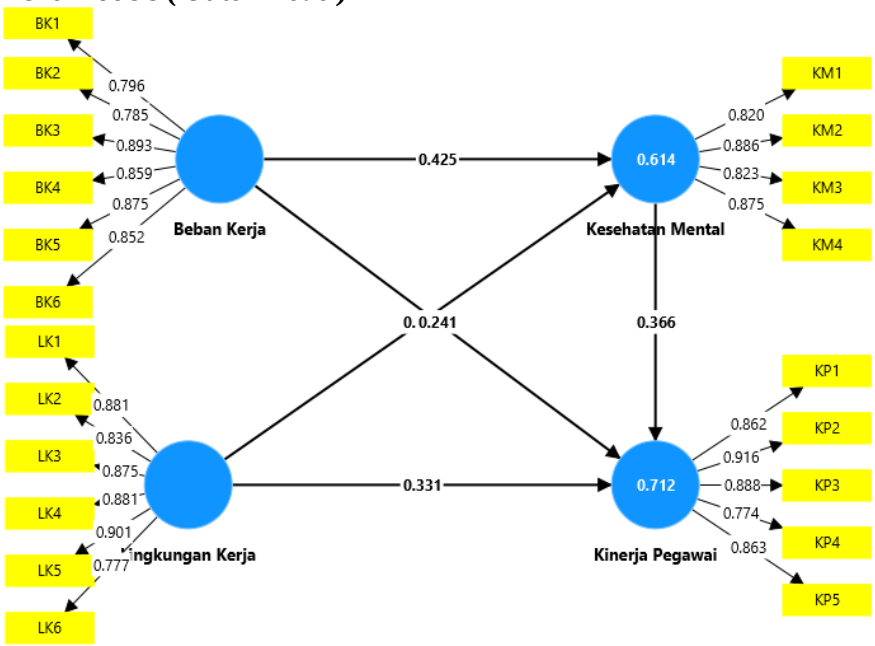

Figure 2.Measurement Model *(Outer Model)*
Source: Data Processing with PLS, 2025

There are three criteria in the use of data analysis techniques with SmartPLS to assess the outer model, namely *Convergent Validity, Discriminant Validity, and Composite Reality. The convergent validity* of the measurement model with indicator reflection is assessed based on the correlation between *the estimated item score/component score* with the PLS Software. Individual reflective measures are said to be high if they correlate more than 0.70 with the measured construct. In this study, a *loading factor* limit of 0.70 was used.

Convergent *Validity*

Convergent validity aims to see the validity level of each relationship between the question item used and its latent variable. The convergent validity of the measurement model with the reflective indicator is assessed by the relationship between the item score or *component score* and the latent variable score or *construc score* that has been calculated in PLS. The test results are said to be fulfilled or valid, if the loading factor value is above 0.7. The following are presented the results of outer loading for each indicator owned by each exogenous and endogenous latent variable obtained from data processing using *SmartPLS.*

Table 1.Outer Loadings

	Workload	Mental Health	Employee Performance	Work Environment

BK1	0.796			
BK2	0.785			
BK3	0.893			
BK4	0.859			
BK5	0.875			
BK6	0.852			
KM1		0.820		
KM2		0.886		
KM3		0.823		
KM4		0.875		
KP1			0.862	
KP2			0.916	
KP3			0.888	
KP4			0.774	
FP5			0.863	
LK1				0.881
LK2				0.836
LK3				0.875
LK4				0.881
LK5				0.901
LK6				0.777

Source: Data processing with SmartPLS (2025)

Table 1 illustrates the value of factor loading (convergent validity) of statement items with latent variables. The test results showed that all factor loading item values from the variables Workload, Work Environment, Mental Health (Z) and Employee Performance (Y) exceeded 0.7. This indicates that the item used already meets the valid criteria.

Discriminant *Validity*

Discriminant Validity is used to prove that latent constructs predict the size of the constituent variable better than the size of the other variable. The discriminant validity of the measurement model with reflective indicators is assessed based on cross loading measurements with constructs. If the correlation of the construct with the subject of measurement (each of its indicators) is greater than the size of the other construct, then the latent construct predicts the indicator better than the other construct. The model has *good discriminant validity* if each *loading* value of each indicator of a latent variable has the largest *loading* value with other loading values against other latent variables. The results of *the discriminant validity* test were obtained as follows:

Table 2.Value of Cross Loadings

	Workload	**Mental Health**	**Employee Performance**	**Work Environment**

BK1	**0.796**	0.712	0.596	0.611
BK2	**0.785**	0.551	0.584	0.636
BK3	**0.893**	0.609	0.688	0.602
BK4	**0.859**	0.538	0.572	0.539
BK5	**0.875**	0.595	0.611	0.514
BK6	**0.852**	0.616	0.638	0.567
KM1	0.557	**0.820**	0.601	0.543
KM2	0.673	**0.886**	0.781	0.712
KM3	0.595	**0.823**	0.602	0.528
KM4	0.614	**0.875**	0.642	0.647
KP1	0.621	0.643	**0.862**	0.664
KP2	0.703	0.699	**0.916**	0.724
KP3	0.619	0.716	**0.888**	0.667
KP4	0.536	0.566	**0.774**	0.585
FP5	0.660	0.716	**0.863**	0.627
LK1	0.637	0.661	0.627	**0.881**
LK2	0.643	0.664	0.735	**0.836**
LK3	0.548	0.608	0.620	**0.875**
LK4	0.597	0.610	0.694	**0.881**
LK5	0.566	0.581	0.636	**0.901**
LK6	0.531	0.576	0.587	**0.777**

Source: Data processing with SmartPLS (2025)

Based on the cross loading value, it can be seen that all the indicators that compose each variable in this study (bolded values) have met discriminant validity because they have the largest outer loading value for the variable they form and not for the other variables. Thus, all indicators in each variable in this study have met *discriminant validity.*

Feasibility

The next test to analyze the outer model is to look at the reliability of the latent variable construct measured by two criteria, namely: Composite Reliability and Cronbach Alpha of the indicator block that measures the construct. The construct is declared reliable if the composite reliability value or cronbach alpha value is above 0.70. The following are the results of the PLS Model Evaluation:

Table 3. Feasibility

	Cronbach's alpha	Composite reliability (rho_c)
Beban Kerja	0.919	0.937
Kesehatan Mental	0.874	0.913
Kinerja Pegawai	0.913	0.935
Lingkungan Kerja	0.929	0.944

Source: Data processing with SmartPLS, 2025

In addition to the construct validity test, a construct reliability test was also carried out which was measured by the criterion test, namely composite realibiliy and cronbach alpa from the indicator block that measures the construct. Constructs that are declared reliable if the value of composite reliability or cronbach alpa is above 0.70. It can be concluded that constructs have good reliability.

Evaluation of Goodness Of Fit

Goodness of Fit (GoF) is a measurement of the overall accuracy of the model and is considered a single measurement of the outer model and inner model. The results of the GoF calculation can be seen in the following table:

Table 4.Goodness of Fit Model

	Saturated model	Estimated model
SRMR	0.068	0.068
d_ULS	1.067	1.067
d_G	0.754	0.754
Chi-square	632.985	632.985
NFI	0.795	0.795

Source: Data processing with SmartPLS (2025)

The result of the calculation of GoF with SRMR is 0.068. This shows that the model obtained is well used in making predictions because it is smaller than 0.08. This means that the model has a high ability to explain empirical data.

Structural Model Evaluation (Inner Model)

Internal model testing or structural model was carried out to see the relationship between the significance value construct and the R-square of the research model. The structural model is evaluated by using R-square for the t-test-dependent construct as well as the significance of the structural path parameter coefficient.

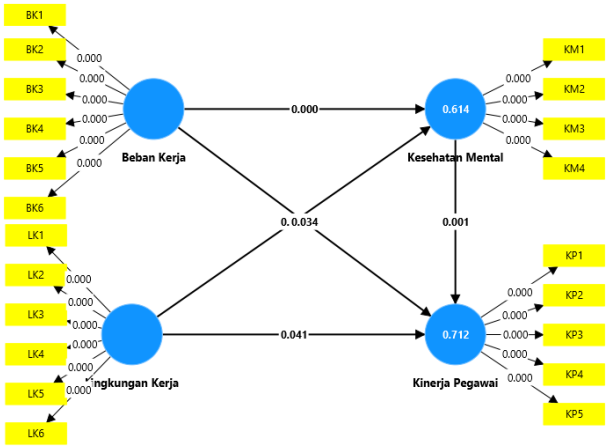

Figure 3.Structural Model *(Inner Model)*
Source: Data Processing with SmartPLS, 2025

Coefficient of Determination (R^2)

The test of the structural model was carried out by looking at the R-square value which is a goodness-fit test of the model.

Table 5.R-Square Values

	R Square	**R Square Adjusted**
Kesehatan Mental	0.614	0.609
Kinerja Pegawai	0.712	0.706

Source: Data Processing with SmartPLS,2025

In principle, this study uses two endogenous variables that are influenced by other variables, namely the Mental Health (Z) variable which is influenced by the variables of Workload, Work Environment. The same is true for the Employee Performance variable (Y) which is influenced by the variables of Workload, Work Environment, and Mental Health (Z).

The table shows that the R-square value for the Mental Health variable is obtained at 0.614. This value shows that 6.41% of the Mental Health (Z) variable can be influenced by the variables of Workload, work environment,

while the remaining 38.6% are influenced by other variables outside the study. The table shows the R-square value of Employee Performance of 0.712 indicating that the Employee Performance variable (Y) is influenced by the variables of Workload, Work Environment, and Mental Health (Z) by 71.2% while the remaining 28.8% is influenced by other variables outside the studied.

Multicollinearity Test

This Multicollinearity test is carried out to find out that there is no very strong relationship or that there is no perfect linear relationship, or it can also be said that the free variables are not related to each other. The test method is by comparing the VIF value obtained from the PLS calculation, if the VIF value is < 5, there is no multicollinearity. The following are the results of the multicollinearity test:

Table 6.Multicollineerita Test Results

	VIF
BK1	2.194
BK2	2.092
BK3	3.992
BK4	3.524
BK5	3.495
BK6	2.602
KM1	2.620
KM2	3.165
KM3	2.996
KM4	3.547
KP1	2.818
KP2	3.958
KP3	3.259
KP4	1.839
KP5	2.758
LK1	3.174
LK2	2.343
LK3	3.389
LK4	4.167
LK5	4.222
LK6	2.011

Source: Primary data processed

Based on the following table, the test results from the multicollinearity Test were carried out by comparing the value of VIF (Variance Inflation Factor) with the number 5. If the VIF value is > 5, multicollinearity occurs. From the results of the test, it can be concluded that there is no multicollinearity between independent variables because it has a VIF value of < 5.

Predictive Relevance (Q^2)

The Goodness of Fit Model is measured using *the R-square* of the dependent latent variable with the same interpretation as the regression, while *the Q-Square predictive relevance* for structural models, *predictive relevance* is used to measure how well the conservation value is generated by the model and also the estimation of its parameters. The quantity of Q^2 has a value with a range of $0<Q^2<1$, where the closer it is to 1 the better the model. This quantity of Q^2 is equivalent to the total determination coefficient in the *path analysis.* Based on table 4.13, the calculation of precdictive relevance is as follows:

Q^2 value = 1-(1-R^2) x (1-R^2)

Q^2 value = 1-(1-0.614) x (1-0.712)

= 0.8888

Information:

Q^2 = Precditive Relevance value

$R1^2$ = R-Square value of the Mental Health variable

$R2^2$ = value R-Square variable Employee Performance

From the results of the calculation, it is known that the Q2 value is 0.8888, meaning that the amount of diversity of data from the research that can be explained by the designed structural model is 88.88%, while the remaining 11.12% is explained by other factors outside the model. Based on these results, it can be concluded that the structural model in this study is quite good because it is closer to the value of 1.

Research Hypothesis Testing

The test of the research hypothesis uses the value of the estimated parameter significance to provide very useful information regarding the relationship between the research variables. In PLS testing statistically each hypothetical relationship is carried out using simulations. In this case, the bootstrap method is carried out on the sample. Testing with bootstrap is also intended to minimize the problem of research data abnormalities. The results of the test with bootstrapping from the PLS analysis are as follows:

Table 7.Hypothesis Testing Results

H		Diect effect	T statistics	P values	Information
1	Workload -> Employee Performance	0.241	2.125	0.034	Signfiikan
2	Workload -> Mental Health	0.425	3.700	0.000	Signfiikan
3	Work Environment -> Mental Health	0.429	3.969	0.000	Signfiikan
4	Work Environment - > Employee Performance	0.331	2.047	0.041	Signfiikan
5	Mental Health -> Employee Performance	0.366	3.200	0.001	Signfiikan

Source: Data Processing with PLS, 2025

The structural equations obtained are:

Z = 0.425X1 + 0.429 X2

Y = 0.241 x1 + 0.33 x2 + 0.366 Z

The result of the hypothesis test used in testing the hypothesis is the calculated t value. Hypothesis testing can be done by comparing t-counts with t-tables. The t-table value can be obtained from 152 respondents who ultimately obtained a t-table of 1,960. However, if using p-value, the p value is compared to the Error rate (α) value of 5%. The results of testing the research hypothesis are as follows:

Hypothesis 1

H1: Workload has a direct and significant influence on Employee Performance.

The results of the hypothesis test of the variable Workload on Employee Performance were obtained with a path coefficient of 0.241 with a positive relationship direction. Giving an idea that by providing a workload that is in accordance with the employee's ability, the employee performance and t count will increase by 2,125. Because the value of t is greater than the t table (1.906) or p (0.034) < 0.05, the result H0 is rejected. So that the workload has a direct and significant influence on Employee Performance. This can mean H1 is accepted.

Hypothesis 2

H2: Workload has a direct and significant influence on Mental Health.

The results of the test hypothesis of the variable Workload on Mental Health have a path coefficient of 0.425 with a positive relationship direction. It gives an idea that by providing a workload that is in accordance with the employee's ability, the more mental health is maintained and the t-value is calculated at 3,700. Because the value of t is greater than t table (1.960) or p (0.000) < 0.05, the result H0 is rejected and H1 is accepted. So that the workload has a direct and significant influence on Mental Health. This can mean H2 is accepted.

Hypothesis 3

H3: The Work Environment has a direct and significant influence on Mental Health.

The results of the hypothesis test of the variable Work Environment on Mental Health obtained a path coefficient of 0.429 with a positive relationship direction. Giving an idea that the more comfortable and safe the work environment for employees, the more it will improve mental health and the number of 3,969. Because the value

of t is greater than t table (1.960) or p (0.000) < 0.05, the result H0 is rejected and H1 is accepted. So that the Work Environment has a direct and significant influence on Mental Health. This can mean H3 is accepted.

Hypothesis 4

H4: The Work Environment has a direct and significant influence on Employee Performance.

The results of the hypothesis test of the variable Work Environment on Employee Performance obtained a path coefficient of 0.331 with a positive relationship direction. Giving an idea that the more conducive and comfortable the work environment is for employees, it will further improve employee performance and tcount by 2,047. Because the value of t is greater than the t of the table (1.960) or p (0.041) < 0.05, the result of H0 is rejected. So that the Work Environment has a direct and significant influence on Employee Performance. This can mean H4 is accepted.

Hypothesis 5

H5: Mental Health has a direct and significant influence on Employee Performance.

The results of the hypothesis test of the Mental Health variable on Employee Performance obtained a path coefficient of 0.366 with a positive relationship direction. It gives an idea that the more employees' mental health is well maintained and able to control emotions, the more employee performance will be improved. The t-test result was 3,200. Because the calculated t value is greater than the table t (1.960) or p (0.002) < 0.05. So it was obtained that H0 was rejected and H5 was accepted, so that Mental Health has a direct and significant influence on Employee Performance. This means that the fifth hypothesis is accepted.

Testing Mental Health as an Intervening Variable in the Relationship between Workload, Work Environment, and Employee Performance

In the relationship between Workload, Work Environment, and Employee Performance, there is a suspicion that the Mental Health variable is an intervening variable. The research hypotheses tested are as follows: H6.7: Workload and Work Environment affect Employee Performance through Mental Health. The calculation of the magnitude of the influence of the mediation variable using the help of Smart PLS has been listed in a summary of the results. A summary of the results can be seen in the table as follows:

Table 8.Indirect Influences

Hipotesa		Indirect Effect	T statistics	P values
6	Beban Kerja -> Kesehatan Mental -> Kinerja Pegawai	0.155	2.722	0.007
7	Lingkungan Kerja -> Kesehatan Mental -> Kinerja Pegawai	0.157	2.087	0.037

Based on the Table there are indirect influences as follows:

Hypothesis 6

H6 : Mental Health mediates the relationship between Workload and Employee Performance.

The results of the sixth hypothesis test showed that the relationship between the variable Workload and Employee Performance (Y) through Mental Health showed an indirect path coefficient value of 0.155 with a statistical t-value of 2.722. The calculated t value is greater than the table t (1.960) or p (0.007) < 0.05. This means that Mental Health has a significant influence in mediating Workload on Employee Performance. The above results show that H0 is rejected and H6 is accepted.

Hypothesis 7

H7: Mental Health mediates the relationship between the Work Environment and Employee Performance.

The results of the seventh hypothesis test showed that the relationship between the variable Work Environment and Employee Performance (Y) through Mental Health showed an indirect path coefficient value of 0.157 with a statistical t-value of 2.087. The calculated t value is greater than the table t (1.960) or p (0.038) < 0.05. These results mean that Mental Health has a significant influence in bridging the Work Environment on Employee Performance. The above results show that H0 is rejected and H7 is accepted.

Mediation Effect Test Results

In the SEM model, the basic concept of analysis involves a mediator variable if the exogenous (independent) variable is able to influence the endogenous (dependent) variable through another variable called the mediator variable (Z). This means that the independent variable (X) can affect the mediator variable and the mediator variable (Z) affects the dependent variable (Y). The role of variables as mediators occurs when:

1. Independent variables are able to explain significantly the mediator variable (X→Z).
2. The mediator variable is able to explain significantly the dependent variable (Z→Y).
3. When the mediator variables are controlled (X →Z and Z→Y), the relationship between the independent variable and the dependent variable is neither significant nor significant (path c)

There are two types of variable mediator categories, namely:

1. **Full Mediation,** i.e. independent variables are not able to significantly affect variable dependents without going through a variable mediator.
2. **Partial Mediation,** which is variable independent, is able to directly affect variable dependents without going through/involving variable mediators.

The overall results of the SEM calculation can be seen in the following table:

Table 9.Recapitulation of SEM-PLS Results

	Koefisien path	t	p-value
Beban Kerja -> Kinerja Pegawai	0.241	2.125	0.034
Beban Kerja -> Kesehatan Mental	0.425	3.700	0.000
Lingkungan Kerja -> Kesehatan Mental	0.429	3.969	0.000
Lingkungan Kerja -> Kinerja Pegawai	0.331	2.047	0.041
Kesehatan Mental -> Kinerja Pegawai	0.366	3.200	0.001
Beban Kerja -> Kesehatan Mental -> Kinerja Pegawai	0.155	2.722	0.007
Lingkungan Kerja -> Kesehatan Mental -> Kinerja Pegawai	0.157	2.087	0.037

Based on the Table, it is found that:

1. The Workload variable has a significant influence on the variables of Mental Health and Employee Performance.
2. Work Environment variables have a significant influence on the variables of Mental Health and Employee Performance.
3. The Mental Health variable mediates significantly between the variables of Workload and Work Environment and the variables of Employee Performance.
4. Mental Health is included in the variable that **mediates in part**, because the variables Workload and Work Environment have a significant influence directly on Employee Performance.

Discussion

The Effect of Workload Variables on Employee Performance Variables

Based on the results of statistical analysis using the jalut analysis method, it can be seen that the Workload variable has a positive influence on Employee Performance, by showing a path coefficient value of 0.241. The direction of a positive relationship shows that if there is an increasing harmony between the workload and the ability and competence of employees, then employee performance will also increase. The results of the path analysis showing a probability value or p value of 0.034 with *an alpha* of 0.05 (0.034 < 0.05) prove that H0 is rejected. The conclusion that can be drawn is that the Workload variable has a significant effect on the Employee Performance variable. Workload is one of the factors that affect the success rate of a job. There is an influence of workload on employee performance. This is in line with previous research by (Saulina Batubara & Abadi, 2022) that workload has a significant positive effect on employee performance. Other research was also conducted by (Herdiany et al., 2023) shows that the results of the workload have a significant positive effect on employee performance. An employee carries out his duties and responsibilities to the company along with infrastructure facilities, of course, it can improve employee performance. However, different research results were found by (Ahmad et al., 2019) that

workload has a significant negative effect on employee performance. Excessive workload has the potential to decrease employee performance.

Effect of Workload Variables on Mental Health Variables

Based on the results of statistical analysis using the path analysis method, it can be seen that the Workload variable has a positive influence on Mental Health, with a path coefficient value of 0.425. The direction of a positive relationship shows that if the more Workload is in accordance with the employee's ability, the Mental Health will also increase. The results of the path analysis show a probability value or p value of 0.000 with *Alpha* 0.05 (0.000 < 0.05) proves that H0 is rejected. The conclusion that can be drawn is that the Workload variable has a positive and significant effect on the Mental Health variable. In a company, an employee is given duties and responsibilities to help the company achieve its goals. The workload that an employee receives can certainly affect his mental health. Workload that is not in accordance with the employee's abilities can reduce employee performance. Excessive workload can cause stress and stress to employees (Herdiany et al., 2023). Other research was also conducted by (Saulina Batubara & Abadi, 2022) which states that workload has a significant positive effect on work stress. Stress can disrupt the mental and emotional stability of employees. However, different results were obtained by (Riani & Putra, 2017) that workload has a negative effect on mental health. The workload received by each employee is of course based on the employee's abilities and competencies. So as to minimize disturbances in his mental health. Mental health can interfere if there is pressure and stress from within. There is an influence between workloads on mental health.

The Influence of Work Environment Variables on Mental Health

Based on the results of statistical analysis using the path analysis method, it can be seen that the Work Environment variable has a positive influence on Mental Health, with a path coefficient value of 0.429. The direction of a positive relationship shows that the more conducive, safe, and comfortable the work environment, the better the mental health can be maintained. This is evidenced by the results of the path analysis which shows a probability or significance value of t of 0.000 with *alpha* 0.05 (0.000 < 0.05). This proves that H0 is rejected and H1 is accepted. The conclusion that can be drawn is that the Work Environment variable has a positive and significant effect on the Mental Health variable.

In working in a company, employees should be able to contribute to the progress of the company. Good performance can certainly be supported by facilities and infrastructure as well as a conducive and maintained work environment. In previous research by (Ahmad et al., 2019) revealed that the work environment has a positive effect on mental health. A good and conducive environment can maintain the health of employees. Including being able to stabilize the mental condition of employees. In research by (Prasetya et al., 2023) revealed that the work environment has a positive effect on the mental health of employees. On the other hand, a work environment that tends to be unconducive can reduce employee performance. Relationships with colleagues and leaders as well as positive support can maintain the mental health of employees. However, there are different things put forward by (Winda & Laura, 2022) that the work environment has a negative effect on mental health. Mental health is more influenced by other factors. There is a relationship between the work environment and employee mental health.

The Influence of Work Environment Variables on Employee Performance Variables

Based on the results of statistical analysis using the path analysis method, it can be seen that the Work Environment variable has a positive influence on Employee Performance, with a path coefficient value of 0.331. The direction of a positive relationship shows that the more conducive and safe the work environment, the more employee performance can improve. This is evidenced by the results of the path analysis which shows a probability or significant value of t of 0.041 with *an alpha* of 0.05 (0.041 < 0.05). This proves that H1 is accepted. It can be concluded that the Work Environment variable has a significant effect directly on the Employee Performance variable. Where the more maintained and safe the conditions of the Work Environment, it can improve Employee Performance. The work environment is very important for employees because it is directly related to their activities. Companies should be able to pay attention to the work environment in order to create a good work environment and working conditions that can motivate employees to improve their performance. There is an influence of the work environment on employee performance. In previous research by (Deni & Siti, 2020) it was shown that the work environment has a significant positive effect on employee performance. Other research was also conducted by (Ahmad et al., 2019) that the work environment has a significant positive effect on employee performance. The existence of a conducive environment can certainly affect the performance of an employee. However, a different view was put forward in the study by (Kenanga et al., 2020) that the work environment has a negative effect on

employee performance. The work environment cannot necessarily affect employee performance. There are other factors that can affect employee performance.

The Influence of Mental Health Variables on Employee Performance

Based on the results of statistical analysis using the path analysis method, it can be seen that the Mental Health variable has a positive influence on Employee Performance, with a path coefficient value of 0.366. The direction of a positive relationship shows that if the better the employee's mental health condition, the employee's performance will also increase. This is evidenced by the results of path analysis which shows a probability value or p value of 0.001 with *an alpha* of 0.05 (0.001 < 0.05). This proves that H0 is rejected and H1 is accepted. It can be concluded that the Mental Health variable has a significant effect on the Employee Performance variable, where the better and more stable the employee's Mental Health condition, the more Employee Performance will improve. Mental Health is also one of the determining factors in the performance of an employee. An employee is able to manage the emotional condition in him/her, it can be said that an employee has good and healthy mental health. Of course, this affects performance in a company. In previous research by (Kisdayanti & Farida, 2023) argue that Mental Health has a positive effect on employee performance. Other research was also conducted by (Otnie et al., 2021) argue that Mental Health has a significant positive effect on employee performance. However, a different thing is stated by (Andam & Dwi, 2022) that Mental Health has a negative effect on employee performance.

The Effect of Workload Variables on Employee Performance Variables with Mental Health as Intervening Variables

Based on the results of statistical analysis using the path analysis method, it can be seen that the Workload variable has a positive influence on the Performance of Employees with Mental Health as an intervening variable. With a path coefficient value of 0.155 with a positive relationship direction. The higher the Mental Health, the higher the influence in mediating the relationship between Workload and Employee Performance. The results of the path analysis showing a probability or significance value of t of 0.007 with alpha 0.05 (0.007 < 0.05) prove that H0 is rejected. It can be concluded that the Workload variable has a significant effect on the variable Performance of Employees with Mental Health as an intervening variable. Workload is a series of tasks given by company management to employees. Workload also affects employee performance. With a workload that is in accordance with competencies and work frequency, employee performance can run optimally. Excessive workload has an impact on employee mental health. Where it can trigger stress and pressure, so that employees are unable to manage the emotional conditions that exist in them. In previous research by (Jodie Firjatullah et al., 2023) which states that excess workload has a significant positive effect on employee performance. A concurring opinion was also put forward by (Herdiany et al., 2023) that workload has a positive effect on mental health. That there is a relationship between workload and employee performance through mental health. The workload obtained by employees can affect performance with health as a supporting factor.

The Influence of Work Environment Variables on Employee Performance Variables with Mental Health as an Intervening Variable

Based on the results of statistical analysis using the path analysis method, it can be seen that the Work Environment variable has a positive influence on the Performance of Employees with Mental Health as an intervening variable. With a path coefficient value of 0.157. The direction of a positive relationship shows that the better the mental health condition, the stronger it is in mediating the relationship between the Work Environment and Employee Performance. The results of the path analysis showing a probability or significance value of t of 0.037 with an alpha of 0.05 (0.037 < 0.05) proved that H0 was rejected. It can be concluded that the Work Environment variable has a significant effect on the performance variable of Employees with Mental Health as an intervening variable. The work environment is a unity of scope in work. In it there are facilities and infrastructure to support employee performance. Relationships with fellow colleagues, both internal and external, are one of the supports in performance. A safe, conducive, and comfortable environment can certainly provide comfort at work. So that employees can focus on their work activities and can improve performance. The absence of conflict and excessive relationships between colleagues can maintain mental health conditions at work. This is in line with research conducted by (Deni & Siti, 2020) which shows that the work environment has a significant positive effect on employee performance. In research (Reza, 2021) it was revealed that the work environment has a positive effect on employee mental health. There is a relationship between the work environment and employee performance through mental health. The work environment obtained affects performance with mental health as a supporting factor.

CONCLUSION

Based on the problems that have been formulated, the results of analysis, and hypothesis testing that have been carried out in the previous chapter. The following conclusions can be drawn:

1. H1: Workload affects Employee Performance. The results of the study showed that the Workload variable had a positive and significant effect on. This is evidenced by a t-value of 2.125 > 1.96 which means that there is a significant influence.
2. H2: Workload affects Mental Health. The results of the study show that the Workload variable has a positive and significant effect on Mental Health. This is evidenced by a t-value of 3,700 > 1.96 which means that there is a significant influence.
3. H3: Work Environment Affects Mental Health. The results of the study show that the Work Environment variable has a positive and significant effect on Mental Health. This is evidenced by the t-value of 3.969 > 1.96 which means that there is a significant influence.
4. H4: Work Environment Affects Employee Performance. The results of the study show that the Work Environment variable has a positive and significant effect on Employee Performance. This is evidenced by the t-value of 2.047 > 1.96 which means that there is a significant influence.
5. H5: Mental Health affects Employee Performance. The results of the study show that the Mental Health variable has a positive and significant effect on Employee Performance. This is evidenced by a t-value of 3,200 > 1.96 which means that there is a significant influence.
6. H6: Workload affects Employee Performance mediated by Mental Health. The results of the study show that the Workload variable has a significant effect on Employee Performance through Mental Health with a t-value of 2.722 > 1.96 which means that there is a significant influence.
7. H7: Work Environment Affects Employee Performance Mediated by Mental Health. The results of the study showed that the Work Environment variable had a significant effect on Employee Performance through Mental Health with a t-count value of 2.087 > 1.96 which means that there was a significant influence.

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