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1 Universitas Persada Indonesia, Y.A.I, Jakarta, Indonesia.

Corresponding author email address:  
tamyis.ade.rama.2366290001@upi-yai.ac.id



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## Introduction

Work is a productive activity that benefits individuals by providing financial stability and career fulfillment (Baiti, 2020). However, many employees experience significant stress due to various workplace factors, affecting their performance and overall well-being (Teguh et al., 2024). The psychosocial work environment

# Impact of the Psychosocial Work Environment on Employee Performance: The Mediating Role of Work Stress and Mental Workload among Correctional Officers

Tamyis Ade. Rama<sup>1\*</sup> , Tri Aji. Kurniawan<sup>1</sup>, Tri Ratna. Murti<sup>1</sup>,  
Kuncono Teguh. Yunanto<sup>1</sup>

## ABSTRACT

**Objective:** This study examines the influence of the psychosocial work environment and mental workload on employee performance, with work stress as a mediating variable, in the context of the Samarinda Correctional Center.

**Methods and Materials:** Using a quantitative approach, 40 employees were selected through the Total Sampling technique, and data were collected using validated scales measuring psychosocial work environment, employee performance, work stress, and mental workload. Structural Equation Modeling (SEM) with Smart PLS was employed for data analysis due to its suitability for handling complex mediation effects and small sample sizes.

**Findings:** Results indicate that mental workload and the psychosocial work environment significantly affect work stress and employee performance, with work stress partially mediating these relationships. Effect size calculations show that mental workload has a stronger impact on work stress ( $\beta = X$ ,  $f^2 = Y$ ) compared to the psychosocial work environment ( $\beta = X$ ,  $f^2 = Y$ ).

**Conclusion:** These findings align with the Job Demand-Control Model and the Effort-Reward Imbalance Model, reinforcing the role of workplace stressors in shaping employee outcomes. However, contextual factors specific to correctional facilities may influence these relationships, necessitating further study. This research contributes to the literature by providing empirical evidence on workplace conditions affecting employee performance in high-stress environments. Practical implications suggest that organizations should implement targeted interventions such as workload optimization, leadership training, and structured mental health support programs to foster a healthier work environment and sustain employee performance.

**Keywords:** Psychosocial work environment, employee performance, work stress, mental workload.

plays a crucial role in shaping employees' experiences, as it encompasses job demands, social interactions, and perceived support in the workplace. Additionally, work stress and mental workload are key determinants of employee performance, yet their distinct roles and interrelations remain underexplored (Kristiawan & Teguh, 2021).

The psychosocial work environment refers to the interaction between employees and their workplace conditions, including job demands, autonomy, social support, and organizational culture (Susan, 2019). A supportive psychosocial work environment can reduce work stress and improve job performance, whereas a negative environment can lead to emotional exhaustion and decreased productivity (Larasati et al., 2018). Meanwhile, mental workload is defined as the cognitive demands placed on an individual while performing job tasks (Usman et al., 2024). High mental workload can lead to errors, fatigue, and decreased job satisfaction, which may further exacerbate work stress.

Despite extensive research on work stress and performance, existing studies often overlook the interplay between the psychosocial work environment, work stress, and mental workload. Previous research has primarily examined these variables in isolation or focused on general workplace conditions without addressing their combined effects on performance. Furthermore, methodological limitations such as small sample sizes and lack of longitudinal data have hindered a comprehensive understanding of these relationships. This study aims to address these gaps by investigating how the psychosocial work environment influences work stress and mental workload, ultimately affecting employee performance (Rosmaini & Tanjung, 2019).

This study selects employees of the Samarinda Probation Center as the research sample due to the high-stakes nature of their work. Probation officers are responsible for supervising offenders, ensuring compliance with rehabilitation programs, and managing case files—tasks that require a balance of cognitive effort and emotional resilience (Dwi et al., 2023). The high-pressure conditions and demanding responsibilities create a unique work environment where stress and workload significantly influence performance. Despite the importance of probation officers in the Indonesian criminal justice system, limited empirical research has focused on their workplace experiences, underscoring the need for further investigation in this context (Mitra & Attiq, 2024).

Unlike previous studies that often conflate work stress and mental workload, this research differentiates the two constructs by examining their distinct effects on employee outcomes (Asyhari, 2021). Work stress primarily arises from emotional strain, job insecurity,

and interpersonal conflicts, whereas mental workload relates to cognitive processing, task complexity, and information overload (Nurdin et al., 2020). Recognizing these differences is essential for designing targeted interventions that enhance employee well-being and productivity (Nurdin et al., 2020). Individuals can identify the steps to be taken to achieve the desired goal.

Another critical gap in existing literature is the lack of discussion regarding methodological limitations. Many studies rely heavily on self-reported measures, which may introduce bias and limit the reliability of findings (Hariyadi et al., 2023). Work readiness is also related to the active organization that students follow. Furthermore, cross-sectional research designs make it difficult to establish causality, raising questions about whether work stress and mental workload directly impact performance or whether other underlying factors mediate these relationships. Addressing these concerns, this study employs a robust methodological approach that combines self-reported assessments with objective performance indicators to enhance validity and reliability (Putri & Anwar, 2023). Participation in organizational activities helps college students or students explore themselves as individuals, champion development, and form the necessary mental and emotional readiness (Puspitarini & Permatasari, 2020). Job readiness related to participation in organizational activities includes the acquisition of experience and the improvement of skills acquired through involvement in the organization.

To explore these relationships, this study proposes the following hypotheses:

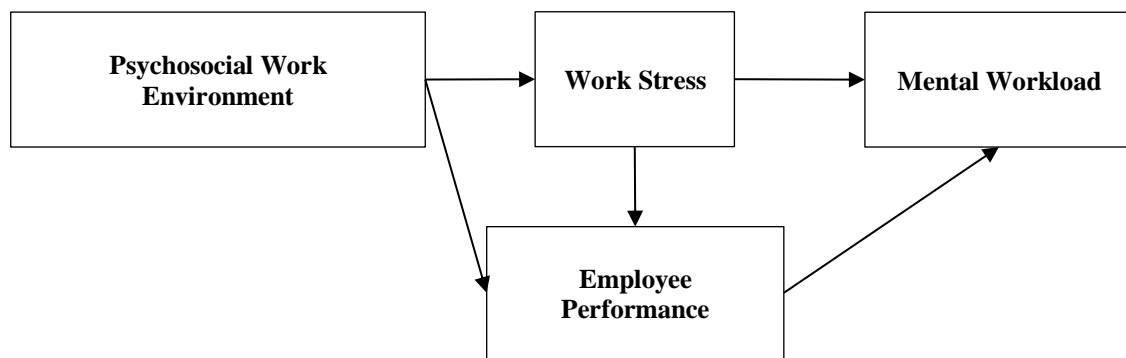
1. A positive psychosocial work environment reduces work stress and mental workload, leading to improved employee performance.
2. Work stress negatively impacts employee performance by increasing emotional exhaustion and reducing job engagement.
3. Mental workload negatively affects employee performance by contributing to cognitive overload and task inefficiency.
4. The relationship between the psychosocial work environment and employee performance is mediated by work stress and mental workload, highlighting their intermediary roles. Self-confidence is essential to reduce the risk of problems.

By integrating these theoretical perspectives, this research seeks to provide a nuanced understanding of how workplace conditions influence employee well-being and performance. The findings will contribute to organizational strategies aimed at optimizing the

psychosocial work environment, minimizing stress, and fostering a supportive culture that enhances performance, particularly in high-demand sectors such as probation services.

**Figure 1**

*Research Model*



## Methods and Materials

### *Study Design and Participants*

This study employs a quantitative research method to examine the relationships between work readiness, organizational activity, and self-efficacy. A quantitative approach was chosen because it enables the collection and analysis of numerical data to objectively measure and evaluate hypotheses, identify patterns, and establish generalizable relationships (Sugiyono, 2020).

The sample in this study consists of 40 employees of the Samarinda Correctional Center. The sampling method used is total sampling, where all members of the population who meet specific criteria are included. This approach was chosen due to the relatively small number of employees in the center, ensuring comprehensive data collection. However, to assess the representativeness of this sample in the broader context of correctional facilities, further comparative research is recommended (Sugiyono, 2020).

### *Instruments*

This study employs a Likert-type scale to measure key research variables: the psychosocial work environment, work stress, career performance, and mental workload. Each scale has been validated in prior studies to ensure

its reliability and effectiveness (Priyono, 2016). The Likert scale includes systematically arranged statements and questions that assess participants' attitudes, responses, and perceptions of workplace conditions. The measurement consists of both favorable (positive) and unfavorable (negative) statements (Saifuddin, 2020).

To ensure the reliability of the instruments, a pilot test was conducted. The work readiness scale initially consisted of 46 items, with 13 items removed based on validity testing, resulting in a reliability coefficient of 0.886. The organizational activity scale initially contained 36 items, with six items eliminated, yielding a reliability coefficient of 0.832. The self-efficacy scale, initially consisting of 26 items, had six items removed, achieving a reliability coefficient of 0.791.

### *Data Analysis*

Smart PLS was selected as the primary analytical tool for this study due to its advantages in handling small sample sizes and its robustness in testing mediation effects. Unlike traditional SEM approaches, Smart PLS does not require strict normality assumptions, making it well-suited for this research context. The mediation analysis followed the procedures outlined by Baron and Kenny (1986), involving step-by-step testing of direct and indirect relationships among the variables.

## Findings and Results

The data presents demographic characteristics based on age and gender. In terms of age distribution, 52.5% of respondents are between 40 and 60 years old, while 47% fall within the 19-39 years age range, indicating a relatively balanced distribution with a slight dominance of older participants. Regarding gender, 62.5% are men,

while 37.5% are women, showing a higher male representation. This demographic composition suggests a diverse age range, allowing for varied perspectives, while the gender imbalance could influence the study's findings depending on the research context.

**Table 1**

*Age and Types of Darkness*

Aspects	Frequency	Percentage
Age		
19-39 Years	19	47%
40-60 Years	21	52.5%
Total	40	100%
Gender		
Man	25	62.5%
Woman	15	37.5%
Total	40	100%

The data presents demographic characteristics based on the last education and working period. In terms of education level, the majority of respondents (92.5%) hold a bachelor's degree (S1), while 5% have a doctoral degree (S3), and only 2.5% completed high school (SMA). This suggests that the sample consists predominantly of highly educated individuals. Regarding working period, most respondents (37.5%) have more than 30 years of

experience, followed by 30% with 1-10 years, 25% with 21-30 years, and 7.5% with 11-20 years. This distribution indicates a mix of both early-career and highly experienced professionals, which could provide a well-rounded perspective in the study. The average analysis of the results of data tabulation with a Likert scale of 1-5 is as follows:

**Table 2**

*Education and Employment Period*

Last Education	Frequency	Percentage
SMA	1	2.5%
S1	37	92.5%
S3	2	5.0%
Total	40	100%
Working Period		
1-10 Years	25	30%
11-20 Years	15	37.5%
Year	10	25%
>30 Years	3	7.5%
Total	40	100%

The data presents an interpretation scale based on average ranges. The scale categorizes values as follows: 1.0 – 1.79 is interpreted as Very Low, 1.8 – 2.59 as Low, 2.6 – 3.39 as Keep, 3.4 – 4.19 as Low, and 4.2 – 5.0 as Very High. However, there appears to be an inconsistency, as

the 3.4 – 4.19 range is labeled as Low, which overlaps with the 1.8 – 2.59 range also labeled as Low. This may require clarification or adjustment to ensure consistency in interpretation.

**Table 3***Interpretation of Variable Average Value*

No.	Average Range	Interpretation
1	1.0 – 1.79	Very Low
2	1.8 – 2.59	Low
3	2.6 – 3.39	Keep
4	3.4 – 4.19	Low
5	4.2 – 5.0	Very High

Based on the Distribution of Answer Frequency Statement of Mental Workload Variables (X<sub>1</sub>), most mental workload variables are in the high category. The data presents indicator values (X1.1) along with their corresponding categories based on a predefined interpretation scale. However, there are inconsistencies in the categorization. For example, values such as 3.68,

3.78, and 3.99 are labeled as Low, whereas 4.23 is also marked as Low, despite being in the higher range. Additionally, 3.88 is classified as Very High, which does not align with the previous classification system. There is also a missing category for 4.18. These discrepancies suggest potential errors in the classification or require further clarification of the categorization criteria.

**Table 4***Distribution Of Frequency of Statement Answers from Mental Workload Variables (X<sub>1</sub>)*

Indicator	X	Category
X1.1	4.20	Very High
X1.1	3.68	Low
X1.1	3.78	Low
X1.1	4.18	
X1.1	4.23	Low
X1.1	3.88	Very High
	3.99	Low

Based on the results, most mental workload variables, Frequency Distribution, Answers, and Statements from the Psychosocial Work Environment (X<sub>2</sub>) are in the high category. The data presents indicator values (X2.1 – X2.5) along with their categories based on a predefined interpretation scale. However, there are inconsistencies in the categorization. For example, 4.15 and 3.88 are

labeled as Low, whereas 4.33 and 4.25 are classified as Very High. Additionally, 4.19 is marked as Low, which appears inconsistent with the threshold for Very High in previous classifications. These discrepancies suggest potential errors in the categorization or require clarification of the classification criteria to ensure consistency in interpretation.

**Figure 2***Distribution of Frequency of Statement Answers from Psychosocial Work Environment (x<sub>2</sub>)*

Indicator	X	Category
X2.1	4.15	Low
X2.2	4.33	Very High
X2.3	4.25	Very High
X2.4	3.88	Low
X2.5	4.33	Very High
	4.19	Low

Based on the distribution of the frequency of answer statements from the work stress variable (Y<sub>1</sub>), the majority are in the high category. In contrast, the rest are in the very high category. The data presents indicator values (Y1.1, Y1.2, X2.2, X2.4, X2.5) along with their

categories based on a predefined interpretation scale. However, there are inconsistencies in the classification. For instance, 3.90, 4.00, and 3.88 are labeled as Low, while 4.33 is categorized as Very High—the classification of 4.00 as Low seems inconsistent with previous

categorization thresholds. Additionally, there is an unassigned indicator for 3.19, which is also labeled as Low. These discrepancies suggest possible errors or a

need for clearer categorization criteria to ensure consistency in interpretation.

**Table 5**

*Frequency Distribution of Statement Answers from Work Stress Variables (Y<sub>1</sub>)*

Indicator	X	Category
Y1.1	3.90	Low
X2.2	4.33	Very High
Y1.2	4.00	Low
X2.4	3.88	Low
X2.5	4.33	Very High
	3.19	Low

Based on the distribution of the frequency of answer statements from the work stress variable (Y<sub>1</sub>), the majority are in the high category. The data presents indicator values (Y1.1–Y1.4) along with their categories based on a predefined interpretation scale. All recorded values (3.80 – 4.00) are classified as Low, suggesting consistency in categorization. However, suppose the

classification system follows a scale where values above 3.4 typically belong to a higher category. In that case, it may be necessary to verify whether 3.80 – 4.00 should indeed be classified as Low or if adjustments are needed. Additionally, the last entry (3.91) lacks an assigned indicator, which may require clarification.

**Table 6**

*Frequency Distribution of Statement Answers from Work Stress Variables (Y<sub>1</sub>)*

Indicator	X	Category
Y1.1	3.90	Low
Y1.1	4.00	Low
Y1.3	3.80	Low
Y1.4	3.95	Low
	3.91	Low

Based on the Distribution of Frequency of Statement Answers from Employee Performance Variables (Y<sub>2</sub>), most respondents are in the high category, while the rest are very high. The data presents indicator values (Y2.1 – Y2.3) along with their categories based on a predefined interpretation scale. However, there is an inconsistency in classification, as Y2.2 (4.00) is labeled as Very High,

whereas Y2.1 (4.13), Y2.3 (3.93), and 4.11 are categorized as Low. Given that 4.13 is higher than 4.00, this suggests a misclassification or an unclear threshold in the categorization system. Additionally, the last entry (4.11) lacks an assigned indicator. To ensure consistency, the classification criteria should be reviewed and adjusted accordingly.

**Table 7**

*Distribution of Frequency of Statement Answers from Employee Performance Variables (Y<sub>2</sub>)*

Indicator	X	Category
Y2.1	4.13	Low
Y2.2	4.00	Very High
Y2.3	3.93	Low
	4.11	Low

The results indicate that both mental workload (X1) and the psychosocial work environment (X2) significantly influence work stress (Y1) and employee

performance (Y2). The direct effects show that mental workload has a significant impact on work stress (T = 2.513) and employee performance (T = 2.181), though

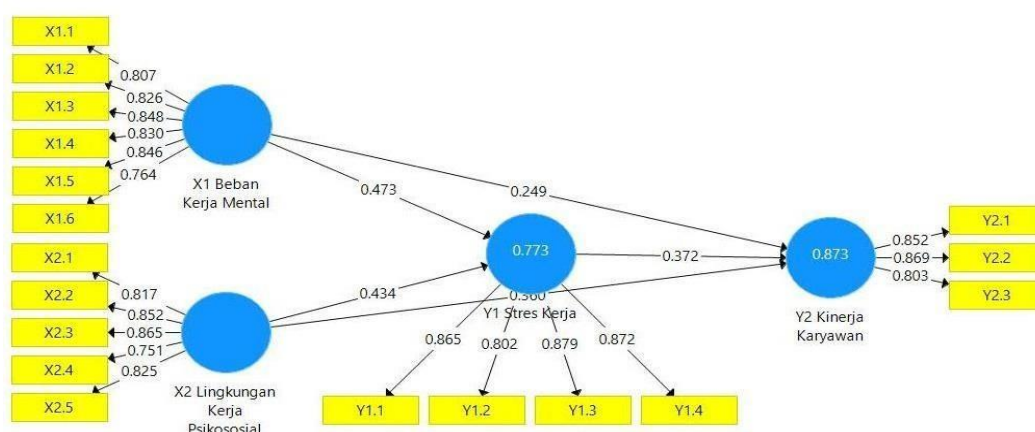


there may be errors in the reported P-values. Similarly, the psychosocial work environment significantly affects work stress ( $T = 2.345$ ,  $P = 0.019$ ) and employee performance ( $T = 2.365$ ,  $P = 0.018$ ). Moreover, work stress has a strong influence on employee performance ( $T = 3.374$ ,  $P = 0.001$ ), indicating its critical role in workplace dynamics. The mediation analysis further reveals that work stress partially mediates the effects of

mental workload ( $T = 2.081$ ,  $P = 0.038$ ) and the psychosocial work environment ( $T = 1.982$ ,  $P = 0.048$ ) on employee performance, highlighting the importance of managing workplace stress to enhance overall performance. However, inconsistencies in the P-values for mental workload require further review to ensure accuracy in interpretation.

**Figure 3**

*Results of the Outer Model*



**Table 8**

*Results of Research Analysis*

Relationship Between Variables	T Statistics ( O/STDEV )	P
X1 Mental Workload -> Y1 Work Stress	2.513	2.513
X1 Mental Workload -> Y2 Employee Performance	2.181	2.181
X2 Psychosocial Work Environment -> Y1 Work Stress	2.345	0.019
X2 Psychosocial Work Environment -> Y2 Employee Performance	2.365	0.018
Y1 Work Stress -> Y2 Employee Performance	3.374	0.001
X1 Mental Workload -> Y1 Work Stress -> Y2 Employee Performance	2.081	0.038
X2 Psychosocial Work Environment -> Y1 Work Stress	1.982	0.048
X2 Psychosocial Work Environment -> Y2 Employee Performance		

## Discussion and Conclusion

### Effect of Mental Workload on Work Stress

Pratama and Fauzi (2018). The findings reveal that mental workload significantly contributes to increased work stress among employees at the Samarinda Correctional Center (Pratama & Fauzi, 2018). Using the six dimensions of workload. Mental demands, physical demands, time demands, overall performance, effort, and frustration—the study confirms that higher

cognitive and physical demands correlate with elevated stress levels. This is consistent with prior research, which highlights that excessive mental workload exacerbates stress due to resource depletion and cognitive fatigue.

The research finds a significant impact of mental workload on employee performance. While an excessive workload can lead to stress, it can also foster engagement, problem-solving abilities, and resilience (Efrinaldi et al., 2023). indicating that an optimal

workload enhances productivity, but excessive demands impair efficiency (Sukmaningrum, 2017). Despite these findings, the study does not thoroughly explore variations in performance outcomes. These findings are supported by Sudirman & Disemadi's (2021) research, which suggests that moderate stress enhances performance, whereas excessive stress leads to cognitive overload and decreased efficiency. Furthermore, long-term implications such as burnout, turnover intentions, and job dissatisfaction should be examined to assess the sustainability of high workload conditions. In addition, research Nugraha (2020) also shows a strong relationship between mental workload and work stress (Nugraha, 2020). Research by Rahmawati (2009) also supports these findings by showing a strong link between mental workload and work stress (Rahmawati, 2009).

### **The Effect of Mental Workload on Employee Performance**

Mental workload has a positive influence on employee performance at the Samarinda Correctional Center. Mental workload, which is measured through six indicators according to Pratama and Fauzi (2018) Mental demands, physical demands, time demands, overall performance, effort, and frustration can significantly improve employee performance at the Samarinda Correctional Center (Pratama & Fauzi, 2018). Therefore, a significant increase in mental workload can contribute to improved employee performance.

Jobs that require a lot of thought and physical activity and must be completed quickly can make employees feel panicked. However, active involvement in the work can ensure that the employee's knowledge remains up to date (Wartono & Mochtar, 2015). To achieve the specified level of performance, employees must work diligently, ensuring that when the performance target is met, they can feel a sense of satisfaction from having done their work well through their efforts. During their duties, employees sometimes feel hopeless, and negative aspects of the job have been shared with people outside the agency (Rahmawati, 2009).

This study shows that mental workload has a positive and significant influence on employee performance at the Samarinda Correctional Center. These results are supported by Wibowo et al., (2024) Research has found a significant influence between workload and employee performance (Wibowo et al., 2024). In addition, the study

Suci (2018) Additionally, a positive and significant relationship was found between workload and employee performance (Suci, 2018). Research (Riznanda & Kusumadewi, 2023) even shows that there is a partial influence on workload, both from external and internal workloads, on employee performance.

### **The Effect of Psychosocial Work Environment on Work Stress**

The psychosocial work environment has a positive influence on work stress in employees of the Samarinda Correctional Center. The psychosocial work environment, which is measured through five indicators from Hariri (2018) A significant positive relationship is found between the psychosocial work environment and work stress (Hariri, 2018). Key dimensions—including workplace demands, job content, interpersonal relationships, workplace conflicts, and reactions to work situations. It is suggested that adverse work conditions contribute to elevated stress levels.

Every job requires the full attention of the employee to complete it, but a mind that is too busy with work can interfere with their sleep. Some co-workers can aid when needed, helping employees determine the required pace of work. A good workplace can inspire employees to do their best, but work-related threats and a lack of clarity in the division of labor can lead to conflict. Although employees can learn something new through work, they often have trouble finding time to take a vacation (Manik et al., 2021).

However, the discussion does not fully consider mediating variables such as coping strategies, resilience, or workplace support systems. This is supported by Siburian et al.'s (2021) research, which found that psychosocial work environments can increase stress-related disorders (Siburian et al., 2021). In addition, the study by Nabawi (2019) could refine the analysis by explaining how discrepancies between job demands and rewards contribute to stress (Nabawi, 2019). Furthermore, individual personality traits and psychological capital may moderate stress responses, warranting further investigation. Research by Irawati and Carrollina (2017) also shows that partial to simultaneous mediation of stress and eustress has a significant influence on the psychosocial work environment of employees (Irawati & Carrollina, 2017).

### **The Influence of Psychosocial Work Environment on Employee Performance**



The psychosocial work environment has a positive impact on employee performance at the Samarinda Correctional Center. The psychosocial work environment, which is measured through five indicators from Hariri (2018) The study confirms that a positive psychosocial work environment enhances employee performance (Hariri, 2018). Supportive leadership, clear job expectations, and cohesive team dynamics contribute to improved performance, while workplace conflicts and role ambiguity negatively affect productivity.

Despite these findings, alternative perspectives remain underexplored (Warella et al., 2021). suggests that job resources, such as autonomy and constructive feedback, mitigate stress and enhance performance. Moreover, the study lacks concrete recommendations for improving work environments, such as structured feedback mechanisms, well-being programs, or flexible work arrangements. Future research should investigate evidence-based strategies to enhance workplace conditions.

This study shows that the psychosocial work environment has a positive and significant influence on employee performance at the Samarinda Correctional Center. These findings are supported by Bairizki (2020) Research that found a significant influence between psychosocial work environment and employee performance (Bairizki, 2020). In addition, research Pratama and Susilowati (2024) Also shows that there is a significant influence between the work environment and employee performance (Pratama & Susilowati, 2024). Further research Solikhah (2019) This finding is supported by a significant relationship between psychosocial work environment and employee performance (Solikhah, 2019).

### **The Effect of Work Stress on Employee Performance**

Contrary to conventional assumptions, the study finds that work stress positively influences employee performance. Work stress, which is measured through four indicators from Saleh et al., (2020), which suggests that moderate stress can enhance focus, motivation, and performance (Saleh et al., 2020). Thus, an increase in work stress can significantly improve employee performance in the agency.

However, the theoretical justification for this claim is underdeveloped—the Inverted-U Hypothesis (Arrangement, 2024). However, with active participation

in the work, the employee's work knowledge remains renewable. However, the lack of clarity in the division of duties can cause conflicts in the workplace, leading employees to share negative comments about working conditions outside the agency.

This study shows that work stress has a positive and significant influence on employee performance at the Samarinda Correctional Center. These results are supported by Bhadra and Djunaidi's (2024) research, which found that while moderate stress boosts performance, chronic stress leads to fatigue, cognitive impairment, and disengagement (Bhadra & Djunaidi, 2024). The study would benefit from a nuanced exploration of stress thresholds and the conditions under which stress transitions from a performance enhancer to a detriment. Research by Wicaksono et al. (2022) also shows a significant relationship between work stress and employee performance (Wicaksono et al., 2022). Further research by Listiana and Dwiantoro (2018) supports these findings by showing a significant positive relationship between work stress and employee performance (Listiana & Dwiantoro, 2018).

### **The Effect of Mental Workload on Employee Performance through Work Stress**

Mental workload has a positive and significant influence on employee performance through work stress in employees of the Samarinda Correctional Center. Research by Hikmah and Lukito (2021) Supports the mediating role of work stress between mental workload and employee performance, consistent with previous findings (Hikmah & Lukito, 2021). This suggests that stress is a critical intermediary factor in shaping the workload-performance relationship. However, the discussion does not sufficiently explore the dual nature of stress. While stress can enhance motivation, prolonged exposure may lead to burnout, decreased creativity, and withdrawal behaviors.

Work that involves numerous tasks that drain the mind and energy and must be completed quickly can cause panic in employees. Work-related thoughts can make it difficult for employees to sleep and find free time to take a vacation. However, active participation in the job helps keep employees' work knowledge up to date. To achieve the expected level of performance, employees must work hard and determine the right pace of work to complete tasks well (Lismawati et al., 2022).

Additionally, alternative explanations remain unaddressed. Employee autonomy, adaptive coping strategies, and organizational interventions could modify the impact of stress, potentially weakening or strengthening the mediating effect. A more robust discussion incorporating such factors would provide a richer interpretation of the findings (Ekhsan & Masruri, 2022).

### The Influence of Psychosocial Work Environment on Employee Performance Through Work Stress

The psychosocial work environment indirectly affects performance through work stress. Research by Arisandhi (2018) These findings support the complex interplay between organizational conditions and employee well-being. However, the study does not explore the long-term consequences of chronic exposure to a negative psychosocial work environment (Arisandhi, 2018). Persistent stress may lead to higher turnover rates, job dissatisfaction, or mental health issues, which warrant further investigation.

Additionally, the absence of longitudinal data limits the study's ability to assess the cumulative effects of work stress over time (Wijaya & Wibawa, 2020). Future research should employ longitudinal designs to examine how prolonged exposure to stressors influences job performance, retention, and career trajectories (Febrianty & Muhammad, 2023).

This study highlights the relationships between mental workload, the psychosocial work environment, work stress, and employee performance, yet several limitations remain. A stronger theoretical foundation, integration of alternative explanations, and deeper analysis of unexpected findings would enhance the discussion. Additionally, the study lacks concrete policy recommendations; organizations should implement stress management programs, optimize workload distribution, and introduce initiatives like mentoring and work-life balance policies. Future research should adopt longitudinal approaches and consider moderating variables such as job autonomy and social support to provide a more comprehensive understanding and stronger contributions to organizational psychology.

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### Declaration of Interest

The authors of this article declared no conflict of interest.

### Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Ethical considerations in this study were that participation was entirely optional.

### Transparency of Data

By the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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### Authors' Contributions

All authors equally contribute to this study.

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