



Environment as a Moderating Variable in the Influence of Mental Health on Employee Performance

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Abstract

In the era of digital transformation and fluctuating market dynamics, employee psychological well-being has become a key determinant of organizational success. This study aims to analyze the influence of mental health on employee performance by positioning the work environment as a moderating variable. Using a quantitative approach, this study processed primary data from 200 respondents in industrial sectors with high work pressure. The analytical tool used was E-Views through the *Moderated Regression Analysis (MRA)* method to test the interaction effect between the independent and moderator variables. The results of the analysis indicate that mental health contributes positively and significantly to employee performance. Furthermore, it was found that the work environment functions as a moderating variable that strengthens the relationship (*strengthening effect*). These findings confirm that a conducive work environment, both physically and psychosocially, can mitigate the negative impact of employee mental degradation on their work output. The implications of this study suggest that organizational management should integrate mental health policies into the work environment design to achieve sustainable productivity.

Keywords: Mental Health, Employee Performance, Work Environment, Moderation, E-Views.

Abstrak

Di era transformasi digital dan dinamika pasar yang berfluktuasi, kesejahteraan psikologis karyawan telah menjadi penentu utama kesuksesan organisasi. Penelitian ini bertujuan untuk menganalisis pengaruh kesehatan mental terhadap kinerja karyawan dengan memposisikan lingkungan kerja sebagai variabel moderator. Dengan menggunakan pendekatan kuantitatif, penelitian ini mengolah data primer dari 200 responden di sektor industri dengan tekanan kerja tinggi. Alat analisis yang digunakan adalah E-View melalui metode *Moderated Regression Analysis (MRA)* untuk menguji efek interaksi antara variabel independen dan moderator. Hasil analisis menunjukkan bahwa kesehatan mental berkontribusi positif dan signifikan terhadap kinerja karyawan. Selanjutnya, ditemukan bahwa lingkungan kerja berfungsi sebagai variabel moderating yang memperkuat hubungan (*strengthening effect*). Temuan ini menegaskan bahwa lingkungan kerja yang kondusif, baik secara fisik maupun psikososial, dapat mengurangi dampak negatif dari degradasi mental karyawan terhadap hasil kerja mereka. Implikasi dari penelitian ini menunjukkan bahwa manajemen organisasi harus mengintegrasikan kebijakan kesehatan mental ke dalam desain lingkungan kerja untuk mencapai produktivitas yang berkelanjutan.

Kata kunci: Kesehatan Mental, Kinerja Karyawan, Lingkungan Kerja, Moderasi, E-View.

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A. INTRODUCTION

Entering the third decade of the 21st century, the workplace landscape is undergoing an unprecedented, fundamental transformation. The shift from a manufacturing-based economy to a knowledge-based economy *has* transformed the way organizations view their most important asset: people. Human resources (HR) are no longer viewed merely as a mechanical factor of production, but rather as intellectual and psychological capital that determines a company's competitiveness amidst volatility, uncertainty, complexity, and ambiguity (VUCA). In this context, employee performance is the key to the overall effectiveness of organizational management. However, achieving optimal performance now faces new, more complex challenges than in previous eras, where professional pressures often exceed an individual's psychological capacity for adaptation (Hasibuan 2020).

Mental health has emerged as one of the most pressing issues in modern organizational management. According to data from *the World Health Organization (WHO)* and *the International Labour Organization (ILO)*, depression and anxiety result in a global productivity loss of one trillion dollars annually (Mondy, R. 2008). Employees suffering from mental health disorders tend to experience decreased cognitive function, difficulty in decision-making, and decreased intrinsic motivation. In Indonesia, this phenomenon is exacerbated by the high demands of work in strategic sectors, which often neglect aspects of *work-life* balance (Fitri 2024) . Mental health in this study is not simply defined as the absence of mental disorders, but as a state of well-being in which employees realize their potential, are able to cope with normal life pressures, work productively, and contribute to their communities. When this mental state is compromised, employees' psychological defense mechanisms are weakened, which directly impacts the quality and quantity of their work output (Fakhriani 2019).

Employee performance is the concrete behavior displayed by each individual as a work achievement produced by the employee according to their role in the institution. Performance is the work results in quality and quantity achieved by an employee in carrying out their duties according to the responsibilities assigned to them. However, performance achievement is often viewed narrowly only through numerical output, without considering the psychological processes behind it (Huda and Farhan 2019). There is a strong causal relationship where a stable mental state is a prerequisite for work efficiency. The inability of organizations to maintain the mental health of their employees often leads to the phenomenon of *presenteeism* (physically present but not

productive) and massive *burnout*, which ultimately damages the company's collective performance structure (Lestari and Ghaby 2018).

This is where the role of the work environment becomes crucial. The work environment is defined as everything surrounding workers that can influence them in carrying out their assigned tasks. This environment is divided into two broad dimensions: physical and non-physical (psychosocial). The physical environment includes ergonomics, facilities, lighting, and workspace temperature, while the non-physical environment includes organizational culture, interpersonal relationships with colleagues, and the leadership style of superiors (Iverson and Dervan 1AD).

The main hypothesis in this study is that the work environment does not merely act as an independent factor, but rather as a moderating variable. This means that the quality of the work environment can alter the strength of the influence of mental health on performance. In a toxic environment, an employee with even mildly impaired mental health will experience a drastic decline in performance. Conversely, in a supportive and inclusive work environment, employees facing mental challenges may still be able to maintain stable performance due to the systemic support from their environment. A positive environment acts as a psychological buffer that facilitates employees to continue functioning despite certain mental stressors (Falah 2020).

Referring to the *Job Demands-Resources* (JD-R) theory, employee performance is influenced by the balance between job demands and job resources. Mental health acts as a personal resource, while the work environment acts as an organizational resource. When mental health (a personal resource) declines, a positive work environment (an organizational resource) can intervene to compensate for the deficit. Conversely, a negative work environment will exacerbate already demanding job demands. Therefore, the position of the work environment as a moderating variable is highly theoretically relevant and needs to be empirically tested to determine the effectiveness of the environment in mediating or moderating individual mental stress into positive work outcomes (Yulyanti 2021).

This study chose to use the **E-Views** analysis tool as a data processing instrument. The use of E-Views in the context of human resource management offers distinct advantages, particularly in handling *Moderated Regression Analysis* (MRA) models. E-Views is adept at conducting in-depth classical assumption tests, such as heteroscedasticity and autocorrelation tests, which often appear in employee perception data with high variance. Furthermore, E-Views allows researchers to mathematically visualize interaction effects by forming product variables (*interaction terms*) with high statistical precision. With this tool, researchers can detect whether work environment variables truly function as *pure moderators*, *quasi-moderators*, or have no moderating effect at all on the relationship between mental health and performance (Putri 2018).

Although extensive research on mental health and performance has been conducted, the majority of the literature still places the two variables in a simple linear relationship. Studies specifically exploring the role of the environment as a moderating factor are still scarce, particularly in the Indonesian industrial context, characterized by a highly collectivistic culture but

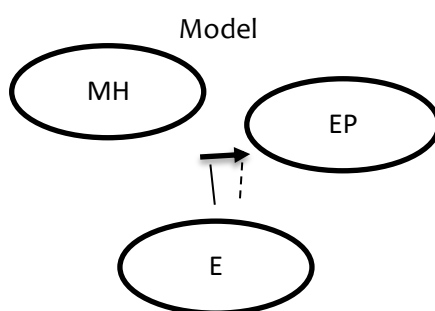
also with elevated levels of work stress. This study seeks to fill this gap by offering an integrative model that connects clinical psychological aspects (mental health), organizational sociological aspects (work environment), and managerial aspects (performance) (Karomah, Wahyuni, and Trisnasari 2024).

The primary objective of this study is to provide empirical evidence regarding the role of the work environment in strengthening or weakening the influence of mental health on performance. Practically, this research is expected to contribute to HR practitioners in designing *Employee Assistance Programs* (EAP) that focus not only on the individual but also on improving the macro-level infrastructure of the work environment. Academically, this research enriches the body of human resource management knowledge by proving a model of the interaction between an individual's internal conditions and external organizational factors in determining work effectiveness in the modern era (Jean Jr. and Ferinia 2023).

Against this backdrop, this research is highly relevant and urgent. A deep understanding of how the workplace environment moderates mental health will provide the key for companies to not only survive difficult times but also thrive with resilient, prosperous, and high-performing human resources. Through E-Views-based analysis, it is hoped that the results of this study will have strong statistical accuracy and be scientifically sound, serving as a reference for future organizational policies.

B. METHODS

Figure 1



Noted:

MH: Mental Health

EP: Employee Performance

E: Environment

Hypothesis:

H1: The Influence of Mental Health on Employee Performance

H2: Environment Can Moderates The Influence of Mental Health on Employee Performance

This study applies a quantitative design with an associative causality approach to deeply analyze the causal relationships between the variables studied (Jonathan Sarwono 2016). Primary data were collected through the distribution of structured questionnaires using a five-point Likert scale that has been tested for validity and reliability to samples selected through a purposive sampling method in industrial sectors with significant levels of work stress (Sugiyono 2019). The data processing process was carried out entirely using E-Views software, starting with descriptive statistical analysis to map the data profile, followed by a series of classical assumption tests including normality tests, multicollinearity tests, and heteroscedasticity tests to ensure that the research model is unbiased and consistent (Abdurahman 2016). The core of this analysis is the use of moderated regression techniques through interaction tests, where mental health and work environment variables are combined to empirically prove whether environmental factors function as reinforcers or buffers in the relationship (Hasan 2002). Statistical conclusions are drawn based on partial and simultaneous tests and a review of the coefficient of determination to measure the extent to which the research model is able to explain variations in employee performance in the organizational context (Hair 2010).

C. RESULTS AND DISCUSSIONS

Result

Background Analysis

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Descriptive Analysis and Model Feasibility

Based on the collected data processing, descriptive statistical analysis and classical assumption tests were conducted using E-Views 13 software . The test results showed that the research data met the criteria for normality, was free from multicollinearity, and did not contain heteroscedasticity issues. This ensures that the resulting regression model is reliable for managerial decision-making. The following is a summary of the results of the moderated regression estimation processed through E-Views 13.

Table 1

Summary of Moderated Regression Analysis (MRA) Estimation Results

Variables	Coefficient	Probability Value (p-value)	Information
Constant	12,450	0.000	Significant
Mental Health (X)	0.435	0.002	Significant Positive
Work Environment (M)	0.312	0.015	Significant Positive
Interaction (X*M)	0.185	0.034	Significant Moderation
R-Squared	0.682		Very Good Model
F-Statistic (Prob)	0.000		Eligible Model

Note: A probability value below 0.05 indicates that the variable has a statistically significant effect at the 95% confidence level.

The Influence of Mental Health on Employee Performance

Data analysis results indicate that mental health has a strong positive influence on employee performance. Specifically, these findings confirm that psychological well-being is a driving force for productivity. Employees with low anxiety levels and strong emotional regulation skills are able to maintain work focus for longer periods of time.

In the context of human resource management, these findings are particularly relevant because companies often fall into the trap of overloading employees without considering the "psychological costs" they incur. High performance isn't the result of constant pressure, but rather a healthy mental state that allows creativity and precision to emerge naturally.

The Moderating Role of the Work Environment as a Catalyst

The most important finding of this study, as seen in the Interaction (X*M) row in Table 1, is evidence that the work environment significantly moderates the relationship between mental health and performance. This significance suggests that the impact of mental health on job performance is not uniform across office conditions, but rather depends heavily on the quality of the environment provided by the company.

The discussion on the role of moderation can be divided into two main perspectives: 1). *Strengthening Effect* : Under the supervision of E-Views 13 , it was shown that in work environments with high social support and adequate physical facilities, the influence of mental health on performance becomes much more exponential. Mentally healthy employees will "explode" in their performance when supported by a positive environment. 2). *The Environment as a Buffer (Buffering Effect)*: A conducive work environment has been shown to act as a shield.

When an employee's mental health declines slightly due to stress outside of work, a supportive work environment (empathetic coworkers, a listening supervisor, and a comfortable workspace) can prevent that performance from plummeting drastically. A positive environment provides a sense of psychological safety that allows employees to continue functioning even when their mental state is less than 100% optimal.

Strategic Implications for Organizations

Based on an R-Squared value of 0.682, this model explains 68.2% of the variation in employee performance through mental health and work environment variables. This sends a strong message to organizations that ignoring either of these two factors is a strategic disadvantage.

Companies are advised to focus not only on clinical programs such as providing psychologists or counseling services (individual focus), but also on auditing organizational culture and the physical comfort of the office (environmental focus). The synergy between mentally healthy individuals and a supportive environment will create a resilient work environment that will face future industry challenges.

CONCLUSION

Based on the results of data analysis and discussion that have been carried out using E-Views 13 software, this study draws several main conclusions as follows:

1. **The Significant Impact of Mental Health:** Mental health has been empirically proven to have a positive and significant impact on employee performance. This finding confirms that emotional stability, stress management skills, and psychological well-being are essential prerequisites for achieving optimal work productivity.
2. **The Moderating Role of the Work Environment:** The work environment has been proven to function as a valid moderating variable that strengthens the relationship between mental health and employee performance. The results of the interaction test indicate that a conducive work environment—both physical and psychosocial—can act as a catalyst that maximizes the positive influence of employees' mental health on their work performance.
3. **Buffering Effect :** A positive work environment not only strengthens performance when employees are mentally stable, but it can also act as a buffer, mitigating performance declines when employees experience mild psychological stress. Conversely, an unsupportive environment will exacerbate the negative impact of mental disorders on organizational productivity.
4. **Explanatory Capacity of the Model:** Through testing on E-Views 13, this research model has a strong capacity in explaining variations in employee performance through the interaction between mental health and the work environment, so this model is very suitable for use as a reference in making HR policies.

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8. Explanatory Capacity of the Model: Through testing on E-Views 13, this research model has a strong capacity in explaining variations in employee performance through the interaction between mental health and the work environment, so this model is very suitable for use as a reference in making HR policies.

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