

The Effect of Workload and Organizational Justice on Employee Performance Based on Mental Health as a Mediating Variable at PT. Halindo Berjaya Mandiri

Muhammad Ridwan^{1*}, Suhartini²
Universitas Islam Indonesia

Corresponding Author: Muhammad Ridwan m.ridwan492004@gmail.com

ARTICLE INFO

Keywords: Workload, Organizational Justice, Mental Health, Employee Performance

Received : 7, August

Revised : 22, August

Accepted: 23, September

©2025 Ridwan, Suhartini: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study examines how workload and organizational justice affect employee performance with mental health as a mediator at PT Halindo Berjaya Mandiri. Using a quantitative survey (5-point Likert) and SEM-PLS via SmartPLS, we conducted a census of 60 employees and analyzed data collected in 2025. The tested variables were workload and organizational justice (independent), mental health (mediator), and employee performance (dependent). Results show positive, significant direct effects of workload and organizational justice on performance, and on mental health; mental health also positively predicts performance and significantly mediates both relationships. The paper contributes an integrated model in an Indonesian export-industry context and implies balancing workload and fair practices to sustain mental health and enhance performance.

INTRODUCTION

Employee performance plays a crucial role in determining the success and sustainability of a company, especially in industries that rely heavily on labor-intensive processes such as seafood exports. In this context, PT Halindo Berjaya Mandiri, a seafood export company located in Tanjung Balai, North Sumatra, faces challenges in maintaining and improving employee performance while dealing with demanding workloads and the need for fair organizational practices. Heavy workloads can often trigger stress, reduce concentration, and negatively affect employees' mental health, which in turn has consequences for their productivity. On the other hand, a strong sense of organizational justice, such as fair treatment and transparent management, can create a supportive environment that fosters employee well-being and better performance outcomes (Bruggen, 2015; Wibowo et al., 2021).

From a phenomenological perspective, the case of PT Halindo Berjaya Mandiri presents a unique research setting because most of its employees are directly involved in operational and production activities that require both physical endurance and psychological resilience. This condition makes mental health not only a personal concern but also a significant organizational issue that mediates the relationship between workload, justice, and performance. Examining these dynamics in the seafood export industry, which has received limited academic attention, enriches the existing literature by highlighting the role of mental health in linking organizational factors to employee outcomes (Haddon, 2018).

This study contributes to knowledge in several ways. First, it extends previous research by testing the mediating role of mental health in the relationship between workload, organizational justice, and performance, an area that remains underexplored. Second, it captures insights from a niche sample of 60 employees in an Indonesian export-oriented company, providing evidence from a setting that has not been widely studied. Third, the findings have practical implications for managers in similar industries, who must balance workload demands with fairness in organizational practices to safeguard employees' psychological well-being and sustain high performance (Ariani et al., 2024).

In line with this background, the purpose of this research is to analyze the influence of workload and organizational justice on employee performance, with mental health serving as a mediating variable. This study seeks to answer whether workload and organizational justice directly affect performance, how they impact mental health, and whether mental health significantly mediates the relationship between these organizational factors and employee performance.

LITERATURE REVIEW

Workload

Workload is defined as the total physical, mental, and social activities that employees must complete within a given time relative to their abilities (Mahawati et al., 2021; Nabawi, 2019). An imbalance between demands and capacity often results in stress, fatigue, and decreased psychological well-being, while balanced workload can encourage focus, discipline, and higher

productivity (Saputra, 2021). This shows that workload not only involves the number of tasks but also how employees perceive and adapt to those demands.

In addition, workload is influenced by internal factors such as health, age, and motivation, and external factors such as job responsibilities and task complexity (Maharani & Budianto, 2019). Several studies confirm that excessive workload negatively affects performance, but an optimal workload supports efficiency and employee well-being (Lestari et al., 2020; Wibowo et al., 2021). Therefore, workload plays a crucial role in shaping both performance and mental health.

H1: Workload has a negative effect on employee performance.

H4: Workload has a negative effect on mental health.

Organizational Justice

Organizational justice refers to employees' perception of fairness in aspects such as workload distribution, compensation, and decision-making (Manihuruk, 2023). Fair treatment fosters positive attitudes, including motivation, job satisfaction, and organizational commitment, while perceived injustice often leads to dissatisfaction and lower performance (Rawung et al., 2022). Justice is therefore viewed not only as material fairness but also as transparent processes and respectful interpersonal treatment that shape employees' trust in their organization (Rato, 2020).

Previous studies confirm that organizational justice strongly contributes to improved performance, commitment, and satisfaction, as fairness in distributive and procedural practices creates a healthy work climate (Faisal & Septyarini, 2022; Sudewa et al., 2022; Widya et al., 2021). Factors such as leadership trust, evaluation systems, and organizational conditions are also crucial in shaping perceptions of justice (Jufrizen & Hamdani, 2023). Thus, organizational justice is expected to positively affect both employee performance and mental health.

H2: Organizational justice has a positive effect on employee performance.

H5: Organizational justice has a positive effect on mental health.

Mental Health

Mental health reflects an employee's psychological state, influencing emotions, behavior, and the ability to cope with job demands (Fadillah, 2024). Poor mental health often arises from stress, workplace conflicts, or lack of support, resulting in reduced focus, productivity, and job satisfaction. Conversely, leadership style, teamwork, and effective communication play a crucial role in strengthening employees' well-being (Bronkhorst et al., 2015). Mental health is therefore not merely a personal matter, but also a strategic organizational resource that enables employees to adapt to stress and achieve optimal performance (Akbar et al., 2023).

Research further highlights that factors such as stress management, social support, motivation, and work environment significantly determine employees' psychological conditions (Khasanah & Kalifia, 2024). Good mental health is consistently linked to higher performance, while poor conditions lead to

absenteeism and low motivation (Alya et al., 2022; Hennekam et al., 2020). Thus, organizations must foster a supportive culture that protects mental health to sustain productivity.

H3: Mental health has a positive and significant effect on employee performance.

H6: Mental health mediates the impact of workload on employee performance.

H7: Mental health mediates the impact of organizational justice on employee performance.

Employee Performance

According to Aguinis, (2019), employee performance is a continuous process Employee performance refers to the process of identifying, measuring, and developing individual and team contributions to align with organizational goals. It involves not only evaluating results but also considering employee behaviors in achieving tasks. Performance can therefore be seen as a combination of input and output, where both efficiency and quality are essential (Amstrong, 2009; Budiyanto & Mochklas, 2020). Common indicators include quality, quantity, timeliness, and resource utilization (Sugiyono, 2018), along with broader aspects such as discipline, initiative, honesty, creativity, and leadership (Affandi, 2018). These perspectives highlight that performance is multidimensional and shaped by both technical skills and personal attributes.

Previous studies confirm that workload, organizational justice, and mental health strongly affect performance (Bruggen, 2015; Wibowo et al., 2021). Balanced workload encourages productivity, organizational fairness fosters motivation and commitment, and good mental health strengthens focus and resilience. Conversely, imbalances in these areas often reduce satisfaction and achievement (Meidina & S., 2022; Rindorindo et al., 2019; Widya et al., 2021). This indicates that employee performance is the outcome of both organizational practices and individual well-being, making it a central concern for sustaining competitiveness.

In summary, employee performance is shaped by both organizational and individual factors. Excessive workload may trigger stress and lower productivity, while balanced workload supports efficiency and goal achievement. Organizational justice fosters fairness, motivation, and commitment, thereby strengthening employee attitudes and outcomes. Mental health plays a vital mediating role, enabling employees to manage demands, reduce stress, and maintain productivity. Thus, the variables in this study – workload, organizational justice, mental health, and employee performance – are integrated into the conceptual framework developed from previous research, as shown in the following model:

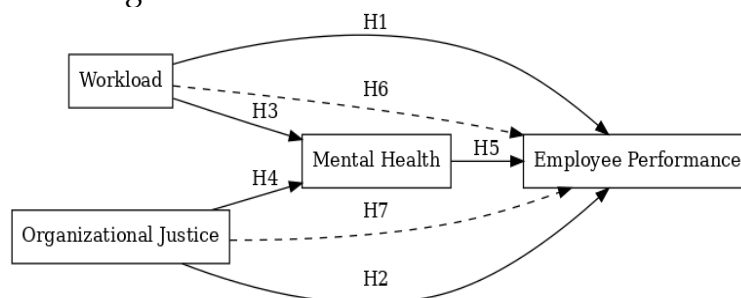


Figure 1. Conceptual Framework

METHODOLOGY

Instrument

The research instrument was a questionnaire measuring perceptions of workload, organizational justice, mental health, and employee performance. Items were developed from previous studies to ensure alignment with theoretical concepts (Suryadi & Arono, 2022). Responses were collected using a five-point Likert scale ranging from strongly disagree to strongly agree (Sekaran & Bougie, 2016). The Likert scale is widely recognized for capturing attitudes and perceptions in quantitative form, ensuring validity and reliability in data collection (Sugiyono, 2018). In this study, it served as the main tool to obtain primary data from employees of PT Halindo Berjaya Mandiri (Balaka, 2022).

Sample

The population of this study was all 60 employees of PT Halindo Berjaya Mandiri. Using saturated sampling, every employee was included as a respondent since the population size was relatively small. This method ensures comprehensive data, minimizes sampling bias, and accurately represents the entire organization (Sugiyono, 2018; Suriani et al., 2023).

Data Analysis Technique

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS version 4, which is suitable for complex models with mediating variables and small samples (Widyaningrum et al., 2025). The analysis included two stages: (1) evaluating the measurement model through convergent validity, discriminant validity, and reliability tests (Priardhina & Sari, 2025), and (2) assessing the structural model by examining R-square values and hypothesis testing with bootstrapping to determine the significance of direct, indirect, and mediating effects (Hermansyah & Mansah, 2025).

RESEARCH RESULT

Based on the data collected, this study involved 60 employees of PT Halindo Berjaya Mandiri as respondents. The majority of respondents were male, totaling 43 people or 71.7 percent, while the remaining 17 respondents (28.3 percent) were female. In terms of age distribution, the largest group was employees aged 25 to 35 years, comprising 30 respondents (50 percent). This was followed by those aged 36 to 45 years with 17 people (28.3 percent), under 25 years with 8 people (13.3 percent), and above 45 years with 5 people (8.3 percent). Regarding education level, most respondents had completed senior high school or vocational school (SMA/SMK), with 46 people (76.7 percent), while 8 respondents (13.1 percent) held a diploma or bachelor's degree, 4 respondents (6.7 percent) junior high school, and 2 respondents (3.3 percent) elementary school. In terms of work tenure, 22 respondents (36.7 percent) had been working for 1 to 3 years, 17 respondents (28.3 percent) for 4 to 6 years, 15 respondents (25 percent) for more than 6 years, and 6 respondents (10 percent) for less than 1 year. Meanwhile, most employees resided in Tanjung Balai, with 38 people (63.3 percent), while 22 respondents (36.7 percent) lived in Asahan. Furthermore, the

results of the outer model and inner model tests are presented in the following tables:

Table 1. Loading Factor (Convergent Validity Test)

Variable	Item	Loading Factor	Remarks
Workload	WL1	0,821	Valid
	WL2	0,904	Valid
	WL3	0,837	Valid
	WL4	0,882	Valid
	WL5	0,890	Valid
	WL6	0,856	Valid
	WL7	0,873	Valid
	WL8	0,740	Valid
	WL9	0,817	Valid
	WL10	0,757	Valid
	WL11	0,839	Valid
Organizational Justice	OJ1	0,853	Valid
	OJ2	0,798	Valid
	OJ3	0,876	Valid
	OJ4	0,807	Valid
	OJ5	0,871	Valid
	OJ6	0,866	Valid
	OJ7	0,824	Valid
	OJ8	0,889	Valid
	OJ9	0,886	Valid
Mental Health	MH1	0,785	Valid
	MH2	0,860	Valid
	MH3	0,849	Valid
	MH4	0,846	Valid
	MH5	0,830	Valid
	MH6	0,878	Valid
	MH7	0,795	Valid
	MH8	0,852	Valid
	MH9	0,858	Valid
	MH10	0,874	Valid
	MH11	0,808	Valid
	MH12	0,731	Valid
Employee Performance	EP1	0,861	Valid
	EP2	0,885	Valid
	EP3	0,725	Valid
	EP4	0,741	Valid
	EP5	0,783	Valid
	EP6	0,839	Valid
	EP7	0,847	Valid
	EP8	0,797	Valid
	EP9	0,888	Valid

	EP10	0,883	Valid
--	------	-------	-------

Convergent validity is assessed through the loading factor values of each indicator. An indicator is considered valid if its loading value is greater than 0.70 (Shmueli et al., 2019). Table 4.1 presents the results of the loading factor analysis. All indicators in this study demonstrated loading values above the recommended threshold, which indicates that each item is able to measure its respective construct adequately.

These results confirm that the measurement items for workload, organizational justice, mental health, and employee performance have met the requirements of convergent validity.

Table 2. Cross Loading (Discriminant Validity Test)

	Wokload	Organizational Justice	Mental Health	Employee Performance
WL1	0.821	0.398	0.581	0.598
WL2	0.904	0.443	0.681	0.657
WL3	0.837	0.575	0.684	0.748
WL4	0.882	0.488	0.636	0.724
WL5	0.890	0.480	0.607	0.688
WL6	0.856	0.471	0.691	0.688
WL7	0.873	0.518	0.694	0.724
WL8	0.745	0.256	0.414	0.469
WL9	0.817	0.496	0.580	0.648
WL10	0.757	0.475	0.571	0.602
WL11	0.839	0.495	0.627	0.676
OJ1	0.498	0.853	0.530	0.659
OJ2	0.381	0.798	0.615	0.614
OJ3	0.467	0.876	0.603	0.660
OJ4	0.461	0.807	0.559	0.650
OJ5	0.462	0.871	0.611	0.719
OJ6	0.428	0.866	0.547	0.664
OJ7	0.588	0.824	0.613	0.689
OJ8	0.499	0.889	0.680	0.683
OJ9	0.499	0.886	0.599	0.750
MH1	0.570	0.428	0.785	0.566
MH2	0.688	0.655	0.860	0.765
MH3	0.570	0.540	0.849	0.668
MH4	0.555	0.619	0.846	0.677
MH5	0.568	0.469	0.830	0.636
MH6	0.682	0.650	0.878	0.748
MH7	0.479	0.483	0.795	0.569
MH8	0.714	0.621	0.852	0.763
MH9	0.542	0.684	0.858	0.726
MH10	0.699	0.646	0.874	0.770
MH11	0.685	0.603	0.808	0.699

MH12	0.570	0.505	0.731	0.563
EP1	0.754	0.719	0.791	0.861
EP2	0.667	0.695	0.770	0.885
EP3	0.558	0.662	0.583	0.725
EP4	0.552	0.541	0.580	0.741
EP5	0.639	0.591	0.614	0.783
EP6	0.584	0.677	0.746	0.849
EP7	0.737	0.738	0.651	0.847
EP8	0.628	0.592	0.556	0.797
EP9	0.682	0.681	0.751	0.888
EP10	0.696	0.650	0.738	0.883

Discriminant validity in this study was assessed using the cross-loading criterion. According to Shmueli et al., (2019), discriminant validity is achieved if the loading value of each indicator on its associated construct is higher than its loading values on other constructs. This ensures that each indicator measures only the construct it is intended to represent.

As shown in the table, all indicators display higher loadings on their respective constructs compared to other constructs. This result confirms that the constructs in this study – workload, organizational justice, mental health, and employee performance – are distinct from one another and fulfill the discriminant validity requirement.

Table 3. Reliability Test Results

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)	Explanation
Workload	0,958	0,962	0,963	0,705	Reliable
Organizational Justice	0,953	0,954	0,960	0,727	Reliable
Mental Health	0,959	0,963	0,964	0,691	Reliable
Employee Performance	0,948	0,952	0,956	0,685	Reliable

The reliability of the constructs was assessed using Composite Reliability (CR) and Cronbach’s Alpha. A construct is considered reliable if CR and Cronbach’s Alpha values exceed 0.70 (Shmueli et al., 2019). Table 3 summarizes the reliability test results.

All constructs show CR and Cronbach’s Alpha values above 0.70, indicating strong internal consistency among the measurement items. This confirms that the instrument used in this study is both valid and reliable.

Table 4. R² Square

Independent Variable	Dependent Variable	R Square
Workload	Mental Health	0.655
Organizational Justice		
Workload	Employee Performance	0.821

Organizational Justice	
Mental Health	

The coefficient of determination (R^2) was used to measure the explanatory power of the independent variables on the dependent variables. According to Chin (1998), R^2 values of 0.67, 0.33, and 0.19 can be interpreted as substantial, moderate, and weak, respectively. Table 4 shows the R^2 results for the endogenous constructs.

As shown in Table 4, the R^2 value for mental health is 0.655, indicating that workload and organizational justice together explain 65.5% of the variance in mental health. This falls into the substantial category, suggesting that both variables have a strong influence on mental health. Meanwhile, the R^2 value for employee performance is 0.821, which means that workload, organizational justice, and mental health collectively explain 82.1% of the variance in employee performance. This value is considered substantial, demonstrating that the research model has high explanatory power and is robust in predicting employee performance.

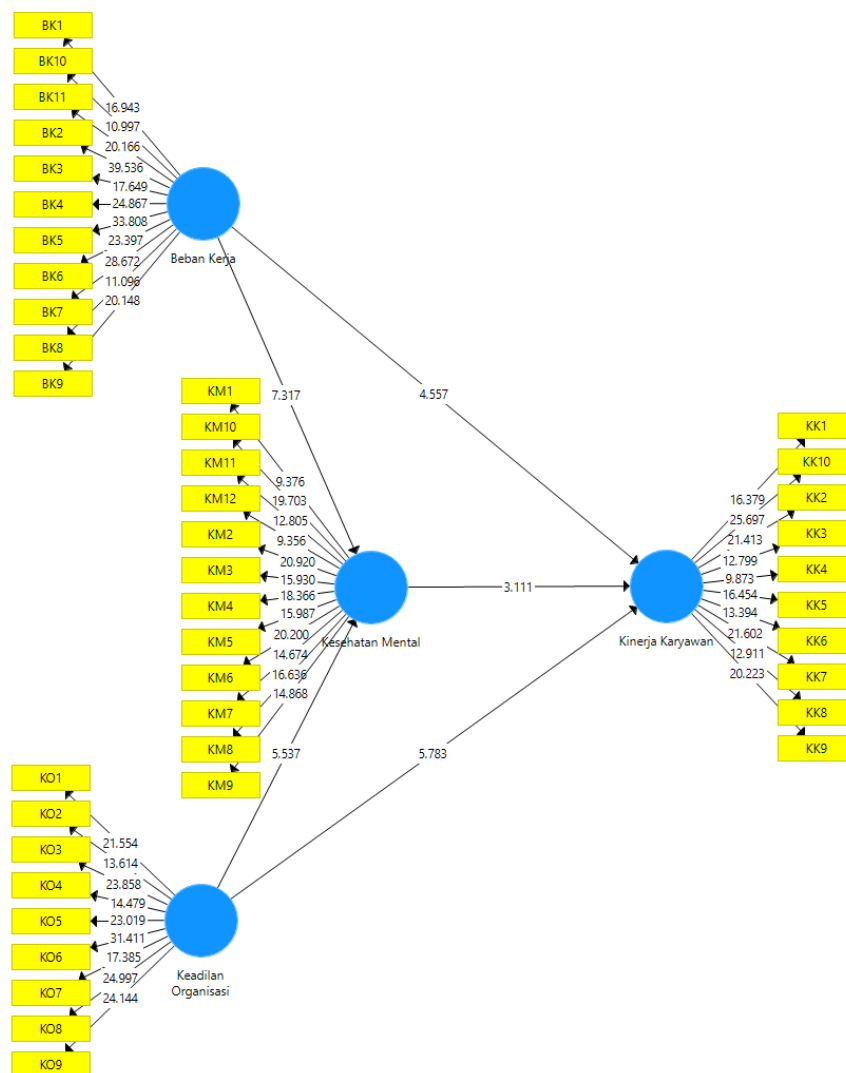


Figure 2. Path Coefficients

Path coefficients represent the strength and direction of the relationships between constructs. Positive values indicate a direct positive effect, while negative values indicate an inverse relationship. Figure 1 illustrates the path coefficient results obtained through the PLS Algorithm in SmartPLS.

The findings show that workload has a positive effect on employee performance, as the workload is perceived as appropriate and manageable. Organizational justice also positively influences both mental health and employee performance, confirming that fairness in procedures and treatment improves outcomes. Furthermore, mental health itself shows a positive path coefficient toward employee performance, indicating that employees with better well-being perform their tasks more effectively.

Table 5. Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
WL → MH	0.508	0.505	0.069	7.317	0.000	Accepted
WL → EP	0.358	0.359	0.079	4.557	0.000	Accepted
OJ → MH	0.416	0.415	0.075	5.537	0.000	Accepted
OJ → EP	0.397	0.400	0.069	5.783	0.000	Accepted
MH → EP	0.282	0.276	0.091	3.111	0.002	Accepted
WL → MH → EP	0.143	0.140	0.052	2.748	0.006	Accepted
OJ → MH → EP	0.117	0.115	0.045	2.604	0.009	Accepted

Hypothesis testing was carried out using the bootstrapping procedure in SmartPLS with 5,000 resamples. The significance of each hypothesis was determined based on the *t*-statistic value (>1.96) and the *p*-value (<0.05) as suggested by Shmueli et al., (2019). The results of the hypothesis testing are summarized in Figure 4.3 and confirmed by the path coefficient estimates.

The results indicate that workload and organizational justice both have a positive and significant effect on employee performance (H1, H2). Mental health also directly enhances performance (H3) and acts as a partial mediator in the relationships between workload and performance as well as organizational justice and performance (H6, H7). In addition, workload and organizational justice significantly influence mental health (H4, H5), confirming that employees' psychological well-being plays a central role in linking organizational factors to performance outcomes.

DISCUSSION

The Effect of Workload on Employee Performance

The findings of this study indicate that workload has a positive and significant influence on employee performance at PT Halindo Berjaya Mandiri. This result suggests that employees tend to perceive their workload not as a burden, but as a motivating factor that drives them to be more disciplined, focused, and responsible in completing their tasks. When workload is aligned with individual capacity, it generates a sense of challenge that encourages

employees to maximize their abilities, ultimately leading to improved performance outcomes (Wibowo et al., 2021). This supports the concept of *eustress*, or positive stress, where appropriate levels of pressure stimulate motivation and productivity rather than exhaustion (Ni'mah & Siswanto, 2019).

Interestingly, these findings contrast with much of the prior research which highlights excessive workload as a major contributor to stress, fatigue, and performance decline (Lestari et al., 2020; Nasrul et al., 2023). However, in the case of PT Halindo Berjaya Mandiri, the structured division of tasks and the supportive work environment appear to have prevented workload from exceeding the threshold of distress. Employees report that clear work targets, effective time management, and adequate support from supervisors help them maintain their productivity even under significant job demands. This aligns with Bruggen, (2015) argument that both underload and overload can hinder optimal performance, while a moderate, well-managed workload fosters higher achievement.

Therefore, this study reinforces the view that workload should not automatically be interpreted as detrimental to employee performance. Instead, when managed proportionally and supported by organizational systems, it can become a strategic driver of employee productivity. Managers must continuously monitor workload levels to ensure they remain within a range that stimulates motivation without causing burnout. Such an approach not only maintains consistent performance but also contributes to long-term organizational effectiveness (Andriana et al., 2019).

The Effect of Organizational Justice on Employee Performance

The analysis reveals that organizational justice has a positive and significant effect on employee performance. These finding highlights that when employees perceive fairness in terms of rewards, task distribution, and managerial treatment, they are more motivated to perform at their best. The perception of justice creates a sense of respect and belonging within the workplace, which strengthens employees' commitment to the organization. According to Adams' equity theory, fairness in the balance between employees' contributions and the rewards they receive leads to higher levels of job satisfaction and performance (Adams, 1965).

This result is consistent with previous studies demonstrating that distributive, procedural, and interactional justice are essential drivers of positive employee behavior. For instance, Sudewa et al., (2022) and Widya et al., (2021) found that fairness in decision-making and reward systems enhances trust and encourages employees to go beyond their formal job roles. In the case of PT Halindo Berjaya Mandiri, the perception of fair wages, transparent promotion systems, and respectful treatment from supervisors have strengthened employee morale, which in turn supports higher productivity. This resonates with Soto et al., (2018), who argue that fairness is a fundamental condition for cultivating commitment and effort among employees.

Nevertheless, the effect of organizational justice can vary depending on the broader organizational culture. While some studies suggest that fairness

alone may not always guarantee improved performance (Prayuda & Herminingsih, 2024), in this context, the fairness perceived by employees appears to interact positively with other workplace factors such as managerial support and healthy team dynamics. Therefore, it can be concluded that ensuring consistent and transparent organizational justice practices is crucial for sustaining employee motivation and achieving long-term performance excellence (Andi Wardana et al., 2023).

The Effect of Mental Health on Employee Performance

The study shows that mental health plays a crucial role in shaping employee performance. Employees who maintain psychological well-being are generally more focused, resilient, and motivated to meet organizational goals. Good mental health enables employees to manage work-related stress, sustain positive relationships with colleagues, and remain optimistic in facing challenges. This finding is consistent with the view of De Oliveira et al., (2023), who emphasize that psychological stability directly supports productivity and the ability to deliver quality outcomes.

Moreover, employees with strong mental health are less likely to experience burnout, absenteeism, or declines in concentration, all of which negatively affect performance. Instead, they tend to approach tasks with greater confidence and initiative. Prior studies by Meidina & S., (2022) and Rafifah et al., (2022) confirm that workplace well-being is positively associated with higher job performance, as individuals with balanced mental states are better at adapting to dynamic work environments. Within PT Halindo Berjaya Mandiri, indicators such as supportive teamwork and positive interactions with supervisors further strengthen employees' psychological conditions, which in turn enhance their work results.

In this sense, mental health not only benefits individual employees but also contributes to organizational effectiveness. Companies that create a supportive environment—through clear communication, fair treatment, and recognition—help employees maintain their psychological well-being. This aligns with findings from Fortunisa, (2022) and Haddon, (2018), who argue that organizations prioritizing mental health see greater employee engagement and sustained performance over time. For PT Halindo Berjaya Mandiri, this suggests that investing in employee mental health is a strategic approach to ensuring long-term productivity and competitiveness.

The Effect of Workload on Mental Health

The findings of this study suggest that workload has a meaningful impact on employees' mental health. When workloads are structured within reasonable limits and aligned with individual capacities, they can foster a sense of challenge that promotes growth and motivation rather than stress. This aligns with the argument of Burke & Richardsen, (2019), who note that a balanced workload can enhance psychological well-being by giving employees a sense of accomplishment and purpose. In the case of PT Halindo Berjaya Mandiri, many employees perceive their workload as manageable, allowing them to remain focused and maintain emotional stability.

However, excessive workload is often associated with fatigue, anxiety, and reduced mental well-being. Studies by Herdiany et al., (2023) and Riana Ridwan et al., (2024) emphasize that overload may lead to stress and deteriorating psychological conditions. Interestingly, this research highlights a more positive perspective, where workload – when appropriately distributed – can act as a motivator and even support mental resilience. Hassanie et al., (2022) found similar evidence, noting that employees who view their workload as a challenge rather than a threat are more likely to experience improved psychological health.

Therefore, the way employees interpret and experience workload is central to its impact on mental health. At PT Halindo Berjaya Mandiri, supportive leadership, teamwork, and clear job targets seem to buffer the negative effects of workload and transform it into positive energy for employees. This echoes the findings of Rodoplu Şahin et al., (2022), who argue that an appropriate workload can reinforce employees' psychological strength and sense of control. For organizations, this underlines the importance of designing workloads that are not only fair but also accompanied by sufficient resources and social support to preserve employees' mental health.

The Effect of Organizational Justice on Mental Health

This study finds that organizational justice positively influences employees' mental health. When employees perceive that they are treated fairly in terms of compensation, workload distribution, and decision-making processes, they tend to experience lower stress levels and greater psychological well-being. Fairness in the workplace nurtures a sense of trust and belonging, which helps employees remain calm and resilient in dealing with work pressures. Pérez-Rodríguez et al., (2019) emphasize that justice within organizations is closely tied to lower stress and higher emotional stability among employees.

Previous research has also shown that fair treatment reduces the risk of burnout and improves employees' overall well-being. For instance, Suprpto & Widigdo, (2021) found that distributive and procedural fairness strengthens employees' confidence in their organization, which enhances their mental resilience. In the context of PT Halindo Berjaya Mandiri, indicators such as fair wages, transparent promotion opportunities, and respectful leadership have contributed to employees feeling valued and supported, thereby strengthening their mental health. This is consistent with the view of Soto et al., (2018), who argue that interactional fairness – how supervisors treat their subordinates – plays a vital role in maintaining psychological comfort in the workplace.

Overall, organizational justice functions not only as a mechanism to maintain fairness but also as a foundation for employees' psychological well-being. A transparent and respectful organizational environment enables employees to manage stress effectively and remain motivated. This suggests that maintaining organizational justice is a strategic approach, as it does not merely improve employee attitudes but also safeguards their mental health, which in turn sustains long-term performance and engagement (Andi Wardana et al., 2023).

The Mediating Role of Mental Health in the Relationship between Workload and Employee Performance

The findings of this study indicate that mental health plays a mediating role in the relationship between workload and employee performance. While workload directly contributes to performance, its impact becomes stronger when employees are able to maintain good psychological well-being. Employees who perceive their workload as manageable and supported by adequate resources are more likely to sustain mental resilience, which then enables them to perform consistently at a high level. This supports the argument of Lu et al., (2022), who highlight that psychological well-being enhances employees' capacity to transform work demands into positive outcomes.

In the context of PT Halindo Berjaya Mandiri, workload that is perceived as fair and aligned with employees' abilities tends to increase motivation while also protecting against negative stress. Employees who maintain stable mental health can handle complex tasks with greater focus, confidence, and discipline, which ultimately improves their performance. This finding echoes the work of Burke & Richardsen, (2019), who state that mental health acts as a buffer that prevents stress from becoming counterproductive, turning work demands into drivers of achievement instead.

Thus, mental health does not only act as an outcome of workload but also as a mechanism that channels workload into improved performance. When employees feel psychologically supported and able to manage stress, they are better equipped to transform heavy job demands into meaningful contributions. For organizations, this implies that managing workload must go hand in hand with strategies to protect and enhance mental health, such as supportive leadership, stress management programs, and recognition systems. Such efforts ensure that workload remains a source of motivation rather than strain, ultimately sustaining long-term performance (Fortunisa, 2022).

The Mediating Role of Mental Health in the Relationship between Organizational Justice and Employee Performance

This study demonstrates that mental health serves as a significant mediator in the relationship between organizational justice and employee performance. When employees perceive fairness in compensation, task allocation, and interpersonal treatment, they are more likely to experience positive mental states such as reduced stress, greater confidence, and stronger optimism. These psychological conditions then enable employees to work more productively and deliver better results. This finding aligns with Pérez-Rodríguez et al., (2019), who argue that fair organizational practices reduce psychological strain and promote mental stability, which in turn sustains job performance.

In the case of PT Halindo Berjaya Mandiri, employees' perception of justice – such as transparent promotion opportunities, respectful leadership, and equal treatment – has fostered a supportive work climate that strengthens their mental health. With stronger psychological well-being, employees are better equipped to adapt to challenges, maintain focus, and engage proactively in their tasks. Similar evidence is provided by Soto et al., (2018), who note that

interactional fairness significantly contributes to workplace harmony and employees' ability to maintain good mental health.

Therefore, mental health acts as a pathway through which organizational justice influences performance. Fairness does not only directly motivate employees but also creates psychological conditions that allow them to transform that motivation into sustained effort and high-quality performance. As suggested by Andi Wardana et al., (2023), organizations that embed fairness into their management practices indirectly strengthen employees' mental health, which becomes a crucial resource for maintaining long-term productivity and competitiveness.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This research set out to examine the influence of workload and organizational justice on employee performance, with mental health serving as a mediating variable. The results confirm several important points. First, workload that is aligned with employee capacity not only improves mental health but also directly enhances performance. Second, organizational justice—expressed through fair treatment, transparent processes, and equitable distribution of tasks and rewards—positively influences both mental health and performance outcomes. Third, mental health itself plays a crucial role, acting as both a direct driver of performance and as a mediator that strengthens the effects of workload and organizational justice.

Taken together, these findings demonstrate that employee performance is not shaped solely by external job demands or organizational structures, but also by the psychological well-being of the workforce. In the case of PT Halindo Berjaya Mandiri, the presence of a balanced workload, a fair organizational environment, and supportive social relations has created conditions where employees can perform effectively and remain motivated. Mental health thus emerges as a central factor, bridging the link between organizational practices and employee outcomes.

Recommendations

Based on these findings, several recommendations can be made for organizational practice. First, management should consistently evaluate and adjust workloads to ensure that tasks remain challenging yet manageable, preventing excessive stress while sustaining motivation. Second, the company should reinforce fairness in all aspects of human resource management, particularly in compensation, promotion, and decision-making processes, to maintain trust and psychological stability among employees. Third, initiatives that directly support mental health—such as stress management training, supportive leadership practices, and team-building activities—should be integrated into workplace policies.

From a broader perspective, organizations should view employee mental health not only as a welfare issue but also as a strategic factor that drives performance and competitiveness. By aligning workload design, fairness, and

psychological support, companies can foster a sustainable environment where employees remain productive, resilient, and engaged over the long term.

REFERENCES

- Adams, J. S. (1965). Inequity In Social Exchange. In *Advances in Experimental Social Psychology* (Vol. 2, pp. 267–299). Elsevier.
- Affandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Riau: Zanafala Publishing.
- Aguinis, H. (2019). *Performance Management For Dummies*. John Wiley & Sons, Inc.,.
- Akbar, A., Suwandaru, R., & Muhammad, N. (2023). *Pengaruh Kesehatan Mental Dan Kepuasan Kerja Terhadap Komitmen Organisasi Pada Karyawan Umkm*.
- Alya, E. G., Firmansyah, Y., & Mukaram. (2022). Dampak Kesehatan Mental dan Strategi Coping terhadap Kinerja Karyawan PT Pindad Persero Selama Pandemi Covid-19. *Formosa Journal of Science and Technology*, 1(3), Article 3.
- Amstrong, M. (2009). *Armstrong's Handbook Of Performance Management An Evidence-Based Guide To Delivering High Performance* (4TH EDITION).
- Andi Wardana, M., Yanita, I Wayan Eka Sudarmawan, Teguh Setiawan Wibowo, & Hendrik Pandiangan. (2023). The Analysis of Organizational Justice, Competence and Work Motivation to Improve The Performance. *Jurnal Informatika Ekonomi Bisnis*, 421–427.
- Andriana, I., Riyanto, D., & Darmawan, D. (2019). Workload and Motivation on Employees Performance Analyzed by Information Technology. *IOP Conference Series: Materials Science and Engineering*, 662(2), 022120.
- Ariani, M., Hadiyatno, D., & Anam, H. (2024). *Metodologi Penelitian: Langkah Mudah Menulis Skripsi dan Tesis*. PT. RajaGrafindo Persada - Rajawali Pers.
- Balaka, M. Y. (2022). *Metode Penelitian Kuantitatif*.
- Bruggen, A. (2015). An empirical investigation of the relationship between workload and performance. *Management Decision*, 53(10), Article 10.
- Budiyanto, E., & Mochklas, D. M. (2020). *Kinerja Karyawan Ditinjau dari Aspek Gaya Kepemimpinan, Budaya Organisasi Dan Motivasi Kerja (Pendekatan Riset)*. CV. AA RIZKY.
- Burke, R. J., & Richardsen, A. M. (2019). *Creating Psychologically Healthy Workplaces*. Edward Elgar Publishing.
- Chin, WW (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, taylorfrancis.com,

- De Oliveira, C., Saka, M., Bone, L., & Jacobs, R. (2023). The Role of Mental Health on Workplace Productivity: A Critical Review of the Literature. *Applied Health Economics and Health Policy*, 21(2), 167–193.
- Fadillah, Z. I. (2024). Pentingnya kesehatan mental karyawan di tempat kerja terhadap kinerja karyawan (No. 2). 2(2), Article 2.
- Faisal, W. I., & Septyarini, E. (2022). Pengaruh Kepemimpinan Trilogi Dan Keadilan Organisasional Terhadap Kinerja Pegawai Satuan Polisi Pamong Praja Kota Yogyakarta (No. 1). 2(1), Article 1.
- Fortunisa, A. (2022). The Impacts of Employee Mental Health in The Workplace: A Literature Review. *Journal of International Conference Proceedings*, 5(3).
- Haddon, J. (2018). The impact of employees' well-being on performance in the workplace. *Strategic HR Review*, 17(2), 72–75.
- Hassanie, S., Olugbade, O. A., Karadas, G., & Altun, Ö. (2022). The Impact of Workload on Workers' Traumatic Stress and Mental Health Mediated by Career Adaptability during COVID-19. *Sustainability*, 14(19), Article 19.
- Hennekam, S., Richard, S., & Grima, F. (2020). Coping with mental health conditions at work and its impact on self-perceived job performance. *Employee Relations: The International Journal*, 42(3), Article 3.
- Herdiyany, A. P., Komariah, K., & Mulia Z, F. (2023). Pengaruh Beban Kerja Berlebih Dan Konflik Kerja Terhadap Kesehatan Mental Karyawan. *Journal of Economic, Bussines and Accounting (COSTING)*, 7(1), Article 1.
- Hermansyah, M. Z., & Mansah, A. (2025). *The Impact Of Digital Marketing, Halal Labels, Product Quality, And Price On Consumer Satisfaction In The Halal Industry: A Study On Shopee And Tiktok ShoP*. 8(3).
- Jufrizen, J., & Hamdani, S. (2023). Pengaruh Keadilan Organisasi Terhadap Kinerja Pegawai: Peran Mediasi Organizational Citizenship Behavior. *jesya*, 6(2), Article 2.
- Khasanah, P., & Kalifia, A. D. (2024). *Hubungan Antara Kesehatan Mental Bagi Aktivitas Sehari-Hari*.
- Lestari, W. M., Liana, L., & Aquinia, A. (2020). Pengaruh Stres Kerja, Konflik Kerja dan Beban Kerja terhadap Kinerja Karyawan. *Jurnal Bisnis dan Ekonomi*, 27(2), Article 2.
- Lu, X., Yu, H., & Shan, B. (2022). Relationship between Employee Mental Health and Job Performance: Mediation Role of Innovative Behavior and Work Engagement. *International Journal of Environmental Research and Public Health*, 19(11), 6599.

- Maharani, R., & Budianto, A. (2019). *Pengaruh Beban Kerja Terhadap Stres Kerja Dan Kinerja Perawat Rawat Inap Dalam* (No. 2). 3(2), Article 2.
- Mahawati, E., Yuniwati, I., Ferinia, R., Rahayu, P. P., Fani, T., Sari, A. P., Setijaningsih, R. A., Fitriyatunur, Q., Sesilia, A. P., Mayasari, I., Dewi, I. K., & Bahri, S. (2021). *Analisis Beban Kerja dan Produktivitas Kerja*. Yayasan Kita Menulis.
- Manihuruk, F. E. (2023). *Analisis Pengaruh Keadilan Organisasi, Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan Bpjs Ketenagakerjaan Kota Jambi* (No. 01). 12(01), Article 01.
- Meidina, D. W., & S., N. L. (2022). Pengaruh Kesehatan Mental Karyawan terhadap Kinerja yang Dimediasi oleh Kesejahteraan di Tempat Kerja (Studi Empiris pada Karyawan Divisi Teknologi Informasi di Masa Work From Home). *Business Management Journal*, 18(1), Article 1.
- Nabawi, R. (2019). Pengaruh Lingkungan Kerja, Kepuasan Kerja dan Beban Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), Article 2.
- Nasrul, R. N., Zainal, V. R., & Hakim, A. (2023). Workload, Work Stress, and Employee Performance: A Literature Review. *Dinasti International Journal of Education Management And Social Science*, 4(3), Article 3.
- Ni'mah, U., & Siswanto, S. (2019). Beban kerja karyawan perbankan, implikasinya terhadap kinerja karyawan melalui variabel motivasi. *Journal of Business & Banking*, 6(2).
- Pérez-Rodríguez, V., Topa, G., & Beléndez, M. (2019). Organizational justice and work stress: The mediating role of negative, but not positive, emotions. *Personality and Individual Differences*, 151, 109392.
- Prayuda, B., & Herminingsih, A. (2024). The Effect of Organizational Justice, Compensation, and Work Motivation to Organizational Commitment and Employee Performance at PT. Recruitfirst Indonesia. *Indonesian Journal of Business Analytics*, 4(1), Article 1.
- Priardhina, I. D. N., & Sari, R. P. (2025). *Kesiapan Kompetensi Auditor Dalam Menjawab Tantangan Kualitas Audit Di Era Digital: Peran Moderasi Teknologi Cybersecurity*. 6(2).
- Rafifah, P. S., Azhar Maulana, & Erwin Gunawan. (2022). Pengaruh Workplace Well-Being dan Kesehatan Mental terhadap Kinerja Karyawan pada PT Mega Hotel Lestari. *SOSMANIORA: Jurnal Ilmu Sosial dan Humaniora*, 1(4), Article 4.
- Rato, K. W. (2020). Pengaruh Keadilan Organisasi Terhadap Komitmen Organisasi Dengan Kepuasan Kerja Sebagai Variabel Mediasi. *Efisiensi - Kajian Ilmu Administrasi*, 17(2), Article 2.

- Rawung, V. O., Dotulung, L. O. H., & Uhing, Y. (2022). *Pengaruh Determinan Keadilan Organisasi Terhadap Kepuasan Kerja Karyawan Pada Hotel Gran Puri Manado* (No. 4). 10(4), Article 4.
- Riana Ridwan, Suwarsi, S., & Indra Fajar Alamsyah. (2024). Pengaruh Beban Kerja terhadap Kesehatan Mental Dampaknya pada Produktivitas Dosen. *Bandung Conference Series: Business and Management*, 4(1), Article 1.
- Rindorindo, R. P., Murni, S., & Trang, I. (2019). *Pengaruh Beban Kerja, Stres Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Hotel Gran Puri*.
- Rodoplu Şahin, D., Aslan, M., Demirkaya, H., & Ateşoğlu, H. (2022). The effect of COVID-19 on employees' mental health. *Scientific Reports*, 12(1), 15067.
- Saputra, A. A. (2021). Pengaruh Kompensasi, Lingkungan Kerja dan Beban Kerja Terhadap Kepuasan Kerja Karyawan. *Technomedia Journal*, 7(1), Article 1.
- Sekaran, U., & Bougie, R. (2016). *Research Methods For Business* (8 th). Wiley.
- Shmueli, G., Sarstedt, M., Hair, J. F., Cheah, J.-H., Ting, H., Vaithilingam, S., & Ringle, C. M. (2019). Predictive model assessment in PLS-SEM: Guidelines for using PLSpredict. *European Journal of Marketing*, 53(11), 2322–2347.
- Soto, W. C., DiDona, T., Aguililla, A. L. G., Ramirez, R., & Marrero, P. (2018). Well Being, Fairness, and Supervisors Ability and Support. *International Journal of Scientific and Research Publications (IJSRP)*, 8(5).
- Sudewa, I. G. M. H., Landra, N., Sudja, I. N., & Wijana, I. M. D. (2022). *The Influence Of Organizational Justice And Leadership On Job Satisfaction And Their Impact On Employee Performance* (No. 07). 06(07), Article 07.
- Sugiyono. (2018). *Metode penelitian pendidikan:(pendekatan kuantitatif, kualitatif dan R & D)*.
- Suprpto, D., & Widigdo, A. M. N. (2021). The Effect of Employee Empowerment, Organizational Justice, Conflict, and Work Motivation on Employee Performance (Case Study of Bank Mandiri Indonesia). *European Journal of Business and Management Research*, 6(5), Article 5.
- Suriani, N., Risnita, & Jailani, M. S. (2023). Konsep Populasi dan Sampling Serta Pemilihan Partisipan Ditinjau Dari Penelitian Ilmiah Pendidikan. *Jurnal IHSAN : Jurnal Pendidikan Islam*, 1(2), 24–36.
- Suryadi, S., & Arono, A. (2022). Gaya Retorika Bagian Metodologi Penelitian Pada Jurnal Nasional Terakreditasi Bidang Sosial Dan Humaniora. *Diksa : Pendidikan Bahasa Dan Sastra Indonesia*, 8(1), 1–11.
- Wibowo, A. D., Tamsah, H., Farida, U., Rasyid, I., Rusli, M., Yusriadi, Y., & Bin Tahir, S. Z. (2021, March 7). The Influence of Work Stress and Workload on Employee Performance Through the Work Environment at SAMSAT

Makassar City. *Proceedings of the International Conference on Industrial Engineering and Operations Management*.

Widya, A., Tjahjono, H. K., Mustafa, Z., & Prajogo, W. (2021). Pengaruh Keadilan Organisasional Terhadap Kinerja Karyawan Dimediasi LMX (Leader-Member Exchange) Dilihat dari Aspek Gender. *Jurnal Bisnis Strategi*, 30(2), Article 2.

Widyaningrum, P. W., Astuti, E. S., Yulianto, E., & Mawardi, M. K. (2025). User Experience as a Predictor of E-commerce Continuation Intention in Indonesia: Examining the Role of Shopping Orientation as a Moderator. *Journal of Information Systems Engineering and Business Intelligence*.