



Influence of Employee Well-Being and Mental Health on Employee Performance at BULOG, Cirebon City

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ABSTRACT

Purpose: This research investigates the impact of Employee Well-Being and Mental Health on Employee Performance at BULOG in Cirebon City, aiming to examine how these factors affect work outcomes.. **Methodology:** A quantitative approach was employed, utilizing surveys administered to 49 employees at BULOG Cirebon. The sample size was determined using a saturated sampling technique (census), considering that the total accessible population consisted of only 49 employees, allowing for comprehensive data coverage and minimizing sampling error. The collected data were analyzed using multiple regression to evaluate the relationship between well-being, mental health, and performance. **Results:** The findings reveal that both Employee Well-Being and Mental Health significantly enhance employee performance. Higher levels of well-being and mental health were associated with increased productivity, better work quality, and greater organizational commitment. **Findings:** Employee well-being, which includes physical, psychological, and social dimensions, positively influences job satisfaction and performance. Mental health, particularly in terms of stress management, is crucial in mitigating burnout and improving focus. **Novelty:** This research is distinctive in its investigation of the effects of Employee Well-Being and Mental Health on Employee Performance within BULOG, a government logistics entity in Cirebon, an area that has been relatively under-explored in existing literature. Beyond addressing this contextual gap, the study contributes theoretically by enriching the understanding of how psychological and well-being factors influence performance within public sector organizations, offering insights that extend and refine existing models of employee performance in government logistics settings. **Originality:** The originality of this study stems from its focus on a public sector organization, BULOG, and its examination of how both physical and psychological aspects of well-being and mental health influence employee performance, offering new insights into human resource management practices in governmental organizations. **Conclusion:** Fostering a work environment that prioritizes employee well-being and mental health is essential for boosting performance, reducing turnover, and enhancing productivity, especially in high-pressure settings. **Type of Paper:** This is an empirical research paper based on quantitative analysis examining the interrelationship between employee well-being, mental health, and performance.

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INTRODUCTION

Employee performance is a critical determinant of an organization's success in achieving its objectives (Robbins & Judge, 2017). In today's context, competitive pressures, technological change, and market dynamics require organizations to possess human resources that are not only competent but also adaptive and motivated (Ali et al., 2021; Mensah, 2022). Factors such as competence, work discipline, and motivation have been proven to be key drivers of performance,

particularly in the public sector, which faces high service demands from society (Purwanto et al., 2023).

Perum BULOG, a state-owned enterprise specializing in food logistics, holds a strategic role in maintaining national food security. Increasingly complex operational demands—such as high workloads, long working hours, and distribution targets for rice and other commodities—have made employee well-being and mental health increasingly important considerations. Consistent with Herzberg's two-factor theory, which underscores the significance of both motivator and hygiene factors in achieving optimal performance, well-being and mental health can influence employee job satisfaction and commitment (Parashakti et al., 2021). However, in BULOG's context, there remains a lack of comprehensive programs that systematically address these aspects, despite their strong potential contribution to organizational performance.

Field observations indicate that several BULOG units face limitations in workplace facilities, high administrative burdens, and pressure to meet distribution targets. Without adequate support for employee well-being and mental health, such conditions may undermine motivation and productivity. This is particularly critical given that BULOG employees' performance has a direct impact on price stability and food availability across Indonesia—a public responsibility that requires sustained high-level performance.

Previous research has demonstrated that employee well-being enhances job satisfaction, reduces absenteeism, and boosts productivity (Bhoir & Sinha, 2024; Putra et al., 2023). Likewise, mental health has been linked to reduced workplace stress, improved focus, and stronger organizational commitment (Mellanie et al., 2025; Seviana & Kristanto, 2023). Nonetheless, studies examining both factors simultaneously within the context of large-scale state-owned logistics enterprises such as BULOG remain limited, creating a notable research gap.

In light of these considerations, this study aims to analyze the effects of employee well-being and mental health on employee performance at Perum BULOG Kota Cirebon. The findings are expected to provide practical contributions to human resource management strategies and theoretical contributions by enriching employee performance models within public sector organizations that play a strategic role in national food logistics.

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Employee Well-Being

Employee well-being refers to the overall quality of life and satisfaction experienced by employees in the workplace. It is a multifaceted concept that includes physical, mental, and social dimensions. Research by *Bhoir & Sinha (2024)* suggests that employee well-being significantly impacts job satisfaction, engagement, and productivity. The physical aspect focuses on the work environment, including ergonomics, work-life balance, and physical health. The mental aspect involves psychological health, including stress management, emotional stability, and mental health support systems, which are crucial for reducing workplace stress and enhancing job satisfaction (Mani & Mishra, 2021). A study by Arul Senthil (2021) found that organizations that comprehensively prioritize employee well-being tend to exhibit higher levels of organizational performance. This is attributed to the fact that employees who feel well-supported are more likely to demonstrate loyalty and commitment to their work. Such employees are also inclined to contribute optimally toward the achievement of organizational goals.

H1: We suspect that ad employee well-being significantly and positively influences employee performance

Mental Health

Seviana & Kristanto (2023) emphasize that mental health significantly influences various work outcomes, including concentration, motivation, and overall job satisfaction. Poor mental health can lead to absenteeism, lower work output, and higher turnover rates, which negatively affect the organization's efficiency. Conversely, organizations that invest in mental health support programs, such as counseling, stress management workshops, and employee assistance programs, tend to see improved employee performance and satisfaction (Putri Sabrina Rafifah et al., 2022). Furthermore, Mellanie et al. (2025) emphasize that organizations that focus on the mental health of their employees, such as by offering counseling programs, stress management training, and creating a supportive work environment, are able to significantly enhance employee loyalty and performance. A psychologically healthy work environment also reduces the potential for psychological disturbances, improves job satisfaction, and strengthens the emotional connection between employees and the organization.

H2: We suspect that ad mental health significant and positively influences employee performance

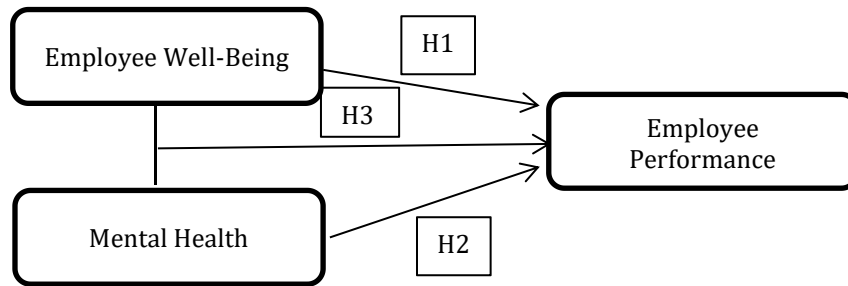
Employee Performance

Employee performance is typically defined as the effectiveness with which employees achieve organizational goals and meet job expectations. Performance is influenced by a variety of factors, including individual abilities, motivation, the work environment, and organizational support systems. According to *Robbins & Judge (2021)*, employee performance is a reflection of the individual's contribution to the organization, which is influenced by both internal and external factors. Employee well-being and mental health are two crucial interconnected variables in human

resource management that simultaneously influence employee performance. When employees' well-being is prioritized and a healthy work-life balance is maintained, employees are able to work with higher motivation, increased productivity, and a reduced risk of burnout (Maulana Akbar & Asri Zona, 2025).

H3: We suspect that employee well-being and mental health simultaneously positive and significant effect on employee performance

Figure 1. Conceptual framework



METHOD

Type of Research

This study adopts a quantitative approach to examine the relationship between employee well-being, mental health, and employee performance at BULOG Kota Cirebon. The quantitative method was selected because it enables the collection of objective, numerical data that can be systematically measured and analyzed. This approach is particularly suited to the research questions, which seek to determine the magnitude and direction of the relationships among variables and to test hypotheses based on statistical evidence. By employing structured survey instruments and standardized measurement scales, the quantitative design minimizes researcher bias, enhances comparability across respondents, and supports the use of inferential statistics to generalize findings to the target population.

As an associative causal study, the research aims to investigate the individual and combined effects of employee well-being (X_1) and mental health (X_2) on employee performance (Y). Data analysis was conducted using IBM SPSS Statistics version 22, which served as the primary tool for statistical processing. This software enabled the application of multiple linear regression to evaluate the influence of the independent variables on the dependent variable. In addition, a series of preliminary tests including validity and reliability assessments, normality tests, and classical assumption checks were performed to ensure the reliability, accuracy, and robustness of the analytical results.

Time and Location of Research

This study was conducted at Perum Bulog Kota Cirebon, located on Brigjen Dharsono Bypass, Cirebon City, West Java. The selection of this site was based on Bulog's significant role in food distribution within the Cirebon region. The research was carried out over a four-month period, from January to April 2025, encompassing instrument preparation, data collection, data analysis, and report writing.

Population and Sample

The population of this study comprises all permanent employees at Bulog Kota Cirebon in 2025, totaling 49 individuals. Due to the relatively small and manageable population size, the study employed a saturated sampling technique, whereby the entire population was included as research participants. This approach ensures comprehensive data collection and minimizes potential bias that could result from selecting a smaller sample.

Data Collection

Data for this study were collected using questionnaires distributed to the employees. These instruments utilized a 5-point Likert scale to capture perceptions related to the three main variables: employee well-being, mental health, and employee performance. The questionnaires were structured according to the operational definitions of each variable, with specific items designed to measure various dimensions of well-being (including physical, psychological, social, and professional aspects), mental health (such as stress, trauma, and loneliness), and employee performance (encompassing productivity, commitment, quality, attendance, and consistency).

In addition to primary data, secondary data were obtained from internal company sources, including human resource records and annual reports, to supplement the findings and provide contextual support for the analysis.

Research Instruments

The primary data collection instrument in this study was a structured questionnaire, developed through the adaptation of established measurement scales from prior empirical research on employee well-being, mental health, and employee performance. The adaptation process involved selecting items with proven psychometric validity from reputable sources, then modifying wording and context to suit the organizational setting of BULOG Kota Cirebon while preserving the original constructs' conceptual integrity. Content validity was further reinforced through expert review by two academic scholars in human resource management and one senior practitioner from BULOG, ensuring that the items were contextually relevant and free from ambiguity.

To assess reliability, internal consistency was evaluated using Cronbach's Alpha, with values above the 0.70 threshold considered acceptable for social science research. The validity of each item was examined through Pearson's Product-Moment correlation, where statistically significant coefficients indicated that the items accurately measured their respective constructs. This dual approach ensured that the questionnaire was both reliable and valid for capturing data in the study context.

Data Analysis

Data analysis in this study was carried out using multiple linear regression to investigate the influence of the independent variables employee well-being and mental health on the dependent variable, employee performance. Prior to conducting the regression analysis, a series of preliminary tests were undertaken to ensure the robustness and validity of the data.

Before the main data collection, a pilot test of the questionnaire was conducted with a small group of respondents ($n = 10$) from BULOG units outside the primary study sample. This process aimed to evaluate the clarity, comprehensibility, and relevance of each item, as well as to identify any ambiguous wording or potential misunderstandings. Feedback from the pilot test was used to refine the wording of certain items, ensuring they were contextually appropriate and easily understood by the target respondents.

Instrument validity and reliability were then formally assessed. Validity was tested to confirm that the questionnaire accurately measured the intended constructs, while reliability was evaluated using Cronbach's Alpha to ensure internal consistency. Normality of the data was assessed using both the Kolmogorov-Smirnov and Shapiro-Wilk tests to verify that the residuals were normally distributed, fulfilling a key assumption of linear regression. Additionally, classical assumption tests were conducted to detect potential issues such as multicollinearity, heteroskedasticity, and autocorrelation, all of which could compromise the accuracy and interpretability of the regression model. These diagnostic procedures were essential to establish the appropriateness of the regression analysis and to ensure that the findings could be reliably interpreted.

RESULTS AND DISCUSSION

RESULTS

Respondent Characteristics

The study encompassed all employees of the Cirebon branch office of Perum BULOG, with a total of 49 respondents. Questionnaires were distributed indirectly to all participants. Based on the data collected, the demographic characteristics of the respondents are presented as follows:

Table 1 Respondent Characteristics

No	Characteristics	Sub Characteristics	Total
1.	Gender	Male	40 people
		Womem	9 people
		Total	49 people
2.	Age	20 – 30 year	13 people
		31 – 40 year	20 people
		>40 year	16 people
		Total	49 people
3.	Length of work	<5 year	16 people
		6 – 10 year	16 people
		>11 year	17 people
		Total	49 people

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Research Data Analysis

Validity & Reliability Test

Variable	Item	Corrected Item Total Correlation	R Table	Cronbach'Alpha
Employee Well-Being	EWB 1	0.518	0.2816	0.482
	EWB 2	0.623	0.2816	
	EWB 3	0.595	0.2816	
	EWB 4	0.410	0.2816	
	EWB 5	0.348	0.2816	
	EWB 6	0.400	0.2816	
	EWB 7	0.452	0.2816	
Mental Health	MH 1	0.418	0.2816	0.446
	MH 2	0.602	0.2816	
	MH 3	0.745	0.2816	
	MH 4	0.500	0.2816	
	MH 5	0.517	0.2816	
Employee Performance	EP 1	0.514	0.2816	0.659
	EP 2	0.343	0.2816	
	EP 3	0.419	0.2816	
	EP 4	0.659	0.2816	
	EP 5	0.461	0.2816	
	EP 6	0.687	0.2816	
	EP 7	0.646	0.2816	
	EP 8	0.584	0.2816	

Based on the reliability test results presented in the table, all items within the variables of Employee Well-Being, Mental Health, and Employee Performance exhibit Corrected Item-Total Correlation values greater than the r table value (0.2816), indicating that all items are valid and

suitable for use in the study (Ghozali, 2018). Furthermore, the Cronbach's Alpha values for each variable also demonstrate acceptable levels of reliability. The Employee Well-Being variable has a reliability coefficient of 0.482, Mental Health at 0.446, and Employee Performance at 0.659.

According to Hair et al. (2019) and Nunnally & Bernstein (1994), a Cronbach's Alpha value of 0.70 or higher generally indicates good reliability, while values in the range of 0.40–0.70 can still be considered acceptable in exploratory research. In this study, although the Cronbach's Alpha values for Employee Well-Being and Mental Health fall within the moderate range, they remain acceptable given the exploratory nature of the research. Meanwhile, Employee Performance demonstrates a good level of reliability. Therefore, all three measurement instruments are deemed reliable and appropriate for use in this research.

Classical Assumption Test

No	Test Type	Analysis Results	Conclusion
1.	Normality Test	Asymp. Sig. (2-tailed) 0,200 > 0,05	=The residual data are normally distributed.
2.	Multicollinearity Test	Tolerance 0,128 (>0,1), VIF: 7,816 (>10) semua variabel	There is no multicollinearity among the independent variables.
3.	Heteroscedasticity Test	Sig. Mental Health 0,984 > 0,05; Sig Wellbeing 0,101 > 0,05	There is no indication of heteroscedasticity.

Based on the results of the classical assumption tests, the regression model was found to meet all the required statistical conditions. The normality test yielded an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05, indicating that the residual data are normally distributed. This condition ensures that the regression model can produce valid and unbiased parameter estimates. The multicollinearity test showed a Tolerance value of 0.128 (> 0.1) and a Variance Inflation Factor (VIF) value of 7.816 (< 10) for all independent variables. These findings suggest the absence of problematic intercorrelation among the independent variables, meaning that each predictor Employee Well-Being and Mental Health contributes unique explanatory power to the model. In practical terms, this allows the regression coefficients to be interpreted as the expected change in Employee Performance for every one-unit increase in the independent variable, assuming the other variable is held constant. Meanwhile, the heteroscedasticity test revealed significance values of 0.984 for the Mental Health variable and 0.101 for the Well-Being variable, both exceeding the 0.05 threshold. This indicates no evidence of heteroscedasticity, implying that the residual variance remains constant across the range of predictor values

Overall, the absence of normality, multicollinearity, and heteroscedasticity issues confirms that the regression model satisfies the classical assumptions, thereby ensuring the reliability and interpretability of the estimated effects of Employee Well-Being and Mental Health on Employee Performance. Results confirm that the regression model is suitable for further analysis, as it satisfies the assumptions of normality, absence of multicollinearity, and absence of heteroscedasticity.

Hypothesis Test Results

No	Test Type	Variable	Statistical Values	Significance Values
1.	T-test (Partial)	X ¹ Employee Well-Being	t= 4,337 > t table	p= 0,001 < 0,05
2.	T-test (Partial)	X ² Mental Health	t= 16,881 > t table	P= 0,000 < 0,05
3.	F Test (Simultaneous)	X ¹ and X ² ke Employee Performance	F= 1721,448 > F Table	P= 0,000 < 0,05
4.	Coefficient of Determination	R = 0,993; R ² = 0, 987; Adj. R ² 0,986	-	-

Based on the statistical analysis results, the variable Employee Well-Being (X₁) shows a positive and statistically significant influence on Employee Performance. The t-value of 4.337 exceeds the critical t-table value of 1.667, and the associated significance level of 0.001 is below the 0.05 threshold. These findings provide empirical support for the proposition that higher levels of employee well-being are linked to better performance outcomes, thereby confirming the first research hypothesis.

Similarly, the variable Mental Health (X₂) exerts a positive and significant effect on Employee Performance, with a t-value of 16.881 surpassing the t-table value of 1.667, and a significance level of 0.000, well below the 0.05 criterion. This outcome validates the second hypothesis, indicating that improved mental health conditions make a substantial contribution to enhancing employee performance.

In addition, the F-test results demonstrate that both independent variables jointly have a positive and significant impact on Employee Performance, as reflected in an F-value of 1721.448, which is greater than the F-table value of 3.195, with a significance level of 0.000. This evidence supports the third hypothesis, suggesting that the combination of Employee Well-Being and Mental Health accounts for a considerable proportion of the variation in performance.

The coefficient of determination (R²) of 0.987 indicates that 98.7% of the variability in Employee Performance can be explained by these two predictors, with the remaining 1.3% attributable to other factors outside the model. The adjusted R² value of 0.986 further reinforces the robustness and high predictive accuracy of the regression model.

DISCUSSION

This study offers compelling empirical evidence that both Employee Well-Being and Mental Health exert a significant influence on Employee Performance within the context of Perum BULOG Cirebon. The positive and significant association between employee well-being and performance is consistent with the Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2007), which posits that adequate resources such as physical comfort, work-life balance, and psychological support enhance employee engagement and overall performance outcomes. Employees with higher levels of well-being are better equipped to handle work-related pressures, sustain productivity, and make optimal contributions toward achieving organizational objectives. This underscores that fostering employee well-being should be viewed not merely as a corporate social responsibility initiative but as a strategic investment in organizational performance.

The significant effect of mental health on performance corroborates the findings of Seviana & Kristanto (2023) and Mellanie et al. (2025), who emphasize that psychological stability and resilience are essential for maintaining work quality, reducing absenteeism, and preventing burnout. The substantial *t*-value observed in this study highlights that mental health is a core determinant of performance, particularly in high-pressure environments such as BULOG, where operational targets are closely tied to national food security. These findings also align with the Conservation of Resources Theory (Hobfoll, 1989), which asserts that maintaining mental health enables employees to preserve and effectively allocate cognitive and emotional resources toward productive work tasks.

From an empirical perspective, the remarkably high coefficient of determination ($R^2 = 0.987$) indicates that improvements in both well-being and mental health collectively account for nearly all variations in employee performance within this organizational setting. This outcome underscores the interconnected nature of physical, psychological, and social factors in shaping workforce productivity. It further supports the conclusions of Bhoir & Sinha (2024) and Putra et al. (2023), who found that comprehensive well-being programs foster sustained productivity and organizational loyalty. The BULOG case demonstrates that such relationships hold true even in state-owned enterprises, which often operate under structural constraints and bureaucratic limitations distinct from those in the private sector.

In the broader context of development economics, this study contributes new insights into the human capital dimension of productivity improvement in public sector organizations. By showing that targeted interventions in employee well-being and mental health can yield substantial performance benefits, the findings advocate for embedding human resource development policies within wider economic development frameworks. For state-linked organizations such as BULOG, enhancing these internal factors can improve service delivery efficiency, reduce operational inefficiencies, and indirectly strengthen national food distribution stability an outcome with significant socio-economic implications.

The originality of this research lies in its contextualization of the relationship between well-being, mental health, and performance within a public logistics organization operating in a strategically critical supply chain sector. Unlike the majority of prior studies focused on private corporations, the BULOG case illustrates that investments in human capital within the public sector can yield measurable performance improvements, even under rigid institutional structures. Accordingly, these results offer practical recommendations for policymakers, human resource practitioners, and organizational leaders: comprehensive well-being programs, mental health support systems, and the creation of supportive work environments should be recognized as strategic necessities rather than optional benefits.

In conclusion, the study reinforces the understanding that employee well-being and mental health are not isolated constructs but mutually reinforcing drivers of performance, carrying substantial implications for economic development. For state-owned enterprises integrated into national development agendas, such as BULOG, the findings are especially pertinent, demonstrating that micro-level human resource strategies can generate macro-level developmental gains.

CONCLUSION

This study provides robust empirical evidence that both Employee Well-Being and Mental Health have a significant and positive impact on Employee Performance within Perum BULOG Cirebon. The results extend the understanding of performance determinants by illustrating how well-being and mental health interact with foundational human resource elements competence, discipline, and motivation commonly discussed in performance theory (Robbins & Judge, 2017; Sutrisno, 2019).

From a competence perspective, employees with adequate well-being and mental health are better positioned to leverage both technical competencies such as task-specific knowledge, operational

skills, and procedural expertise and behavioral competencies, including communication skills, adaptability, and teamwork. This dual dimension of competence enhances their ability to perform consistently and meet organizational expectations in a high-demand logistics environment.

In terms of discipline, the findings suggest that well-being and mental health act as underlying enablers for maintaining punctuality, adherence to organizational policies, and consistent task completion. Employees who are psychologically healthy and feel supported in their well-being are more likely to sustain the self-regulation required to uphold workplace discipline, which in turn reinforces overall performance outcomes.

Regarding motivation, the evidence highlights it as a critical driver linking well-being and mental health to performance. Rather than framing motivation solely through Herzberg's motivator-hygiene dichotomy, the results suggest that employees who experience higher well-being and stable mental health derive intrinsic motivation from feeling valued, engaged, and capable, while also benefiting from extrinsic motivators such as recognition and career opportunities. This combination fosters sustained effort, resilience under pressure, and greater alignment with organizational goals. The exceptionally high coefficient of determination ($R^2 = 0.987$) underscores that these factors when integrated account for almost all observable variations in performance. This validates the idea that enhancing employee well-being and mental health is not a peripheral activity but a strategic imperative for improving competence application, maintaining discipline, and sustaining motivation. The originality of this research lies in contextualizing these dynamics within a state-owned enterprise operating in a critical national supply chain sector. While much of the prior literature has focused on private sector contexts, the BULOG case demonstrates that targeted interventions in human capital particularly those enhancing well-being and mental health can yield measurable performance gains even in organizations with rigid bureaucratic structures.

For policymakers and human resource practitioners, the implication is clear: integrated strategies that strengthen technical and behavioral competencies, reinforce discipline, and cultivate both intrinsic and extrinsic motivation should be embedded into organizational development plans. Such approaches have the potential to enhance individual performance, optimize public sector efficiency, and contribute to broader socio-economic objectives, especially in sectors tied directly to national development agendas.

In conclusion, employee well-being and mental health emerge as mutually reinforcing performance drivers, enabling the effective application of competence, the maintenance of discipline, and the cultivation of motivation. For public enterprises like BULOG, these findings underscore that micro-level human resource policies can produce macro-level developmental benefits, bridging organizational performance and national economic stability

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