

**PENGARUH PERAN PIMPINAN DAN LINGKUNGAN KERJA
TERHADAP KESEHATAN MENTAL PEGAWAI YANG DIMEDIASI
OLEH KEPUASAN KERJA PEGAWAI DENGAN VARIABEL KONTROL
STATUS KEPEGAWAIAN**



TESIS

**Diajukan untuk memenuhi sebagian syarat memperoleh gelar magister
manajemen**

Oleh:

Novi Yuliawati

2307625

**PROGRAM STUDI MANAJEMEN PROGRAM MAGISTER
FAKULTAS PENDIDIKAN EKONOMI DAN BISNIS
UNIVERSITAS PENDIDIKAN INDONESIA
2025**

**PENGARUH PERAN PIMPINAN DAN LINGKUNGAN KERJA
TERHADAP KESEHATAN MENTAL PEGAWAI YANG DIMEDIASI
OLEH KEPUASAN KERJA PEGAWAI DENGAN VARIABEL KONTROL
STATUS KEPEGAWAIAN**

Oleh
Novi Yuliawati
S.Ak. Universitas Widyatama, 2019

Sebuah Tesis yang diajukan untuk memenuhi salah satu syarat memperoleh gelar
Magister Manajemen (M.M.) pada Fakultas Pendidikan Ekonomi dan Bisnis

© Novi Yuliawati 2025
Universitas Pendidikan Indonesia
Agustus 2025

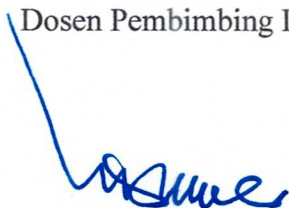
Hak Cipta dilindungi undang-undang.
Tesis ini tidak boleh diperbanyak seluruhnya atau sebagian,
dengan dicetak ulang, difotokopi, atau cara lainnya tanpa izin dari penulis.

LEMBAR PENGESAHAN

**PENGARUH PERAN PIMPINAN DAN LINGKUNGAN KERJA
TERHADAP KESEHATAN MENTAL PEGAWAI YANG DIMEDIASI
OLEH KEPUASAN KERJA PEGAWAI DENGAN VARIABEL KONTROL
STATUS KEPEGAWAIAN**

Tesis ini disetujui dan disahkan oleh:

Dosen Pembimbing I



Prof. Dr. Edi Suryadi, M.Si.
NIP. 196004121986031002

Dosen Pembimbing II



Dr. Yana Setiawan, S.Pd., M.M.
NIP 198401082019031007

Dosen Penguji I



Dr. Askolani, S.E., M.M.
NIP 197507042003121001

Dosen Penguji II



Dr. Adman, S.Pd., M.Pd.
NIP 197404122001121002

Mengetahui,
Ketua Program Studi Manajemen
Fakultas Pendidikan Ekonomi dan Bisnis
Universitas Pendidikan Indonesia



Dr Maya Sari, S.E., M.M.
NIP. 197107052002122007

ABSTRAK

Novi Yuliawati (2307625). Pengaruh Peran Pimpinan dan Lingkungan Kerja Terhadap Kesehatan Mental Pegawai yang Dimediasi oleh Kepuasan Kerja Pegawai dengan Variabel Kontrol Status Kepegawaian di bawah bimbingan Prof. Dr. Edi Suryadi, M.Si. dan Dr. Yana Setiawan, S.Pd., M.M.

Kesehatan mental pegawai menjadi faktor penting dalam keberlangsungan organisasi karena dampaknya akan memengaruhi langsung organisasi, sehingga penelitian ini bertujuan untuk meneliti pengaruh peran pimpinan dan lingkungan kerja terhadap kesehatan mental pegawai yang dimediasi oleh kepuasan kerja pegawai dengan variabel kontrol status kepegawaian. Subjek penelitian adalah pegawai tenaga kependidikan di Universitas Pendidikan Indonesia sebanyak 284 orang yang ditentukan menggunakan teknik *probability sampling* dengan metode *proportionate stratified random sampling* berdasarkan status kepegawaian (ASN dan NonASN) dan unit kerja. Data dianalisis menggunakan *Partial Least Squares Structural Equation Modeling (PLS-SEM)* dengan teknik *Multi-Group Analysis (MGA)*. Dari penelitian ini didapatkan hasil bahwa peran pimpinan tidak berpengaruh signifikan terhadap kepuasan kerja (ASN dan NonASN), lingkungan kerja berpengaruh signifikan terhadap kepuasan kerja (ASN dan NonASN), peran pimpinan berpengaruh signifikan terhadap kesehatan mental (ASN dan NonASN), lingkungan kerja tidak berpengaruh signifikan terhadap Kesehatan mental (ASN), lingkungan kerja berpengaruh signifikan terhadap Kesehatan mental (NonASN), kepuasan kerja berpengaruh signifikan terhadap Kesehatan mental (ASN dan NonASN), kepuasan kerja tidak memiliki peran untuk memediasi pengaruh peran pimpinan terhadap kesehatan mental pegawai, dan kepuasan kerja memiliki peran untuk memediasi pengaruh lingkungan kerja terhadap Kesehatan mental pegawai.

Kata kunci: Peran Pimpinan, Lingkungan Kerja, Kepuasan Kerja, Kesehatan Mental

ABSTRACT

Novi Yuliawati (2307625). The Influence of Leadership Roles and Work Environment on Employee Mental Health Mediated by Job Satisfaction with Employment Status as a Control Variable, supervised by Prof. Dr. Edi Suryadi, M.Si. and Dr. Yana Setiawan, S.Pd., M.M.

Employee mental health is an essential factor in organizational sustainability as it directly affects organizational performance. Therefore, this study aims to examine the influence of leadership roles and work environment on employee mental health mediated by job satisfaction, with employment status as a control variable. The research subjects were 284 administrative staff at Universitas Pendidikan Indonesia, selected through probability sampling using the proportionate stratified random sampling method based on employment status (Civil Servants and Non-Civil Servants) and work units. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the Multi-Group Analysis (MGA) technique. The findings reveal that leadership roles have no significant effect on job satisfaction (both Civil Servants and Non-Civil Servants), while the work environment significantly influences job satisfaction (both groups). Leadership roles significantly affect mental health in both groups. The work environment does not significantly affect mental health among Civil Servants but has a significant effect among Non-Civil Servants. Job satisfaction significantly influences mental health in both groups. Furthermore, job satisfaction does not mediate the relationship between leadership roles and mental health but mediates the relationship between the work environment and mental health.

Keywords: Leadership Roles, Work Environment, Job Satisfaction, Mental Health

DAFTAR ISI

LEMBAR PENGESAHAN	i
PERNYATAAN BEBAS PLAGIARISME	ii
ABSTRAK	iii
ABSTRACT	iv
KATA PENGANTAR	v
DAFTAR ISI	viii
DAFTAR TABEL	xi
DAFTAR GAMBAR	xiv
DAFTAR LAMPIRAN	xvi
BAB I PENDAHULUAN	1
1.1. Latar Belakang Penelitian	1
1.2. Rumusan Masalah	13
1.3. Tujuan Penelitian	14
1.4. Manfaat Penelitian	15
BAB II TINJAUAN PUSTAKA	16
2.1. Perilaku Organisasi	16
2.1.1. Elemen Perilaku Organisasi	16
2.1.2. Model Perilaku Organisasi	18
2.2. <i>Job Demands–Resources (JD-R) Model</i>	18
2.2.1. Elemen Utama JD-R Model	19
2.2.2. Mekanisme Dua Jalur JD-R Model	19
2.3. Peran Pimpinan	21
2.3.1. Dimensi Peran Pimpinan	23
2.3.2. Indikator Peran Pimpinan	24
2.4. Lingkungan Kerja	25
2.4.1. Dimensi dan Indikator Lingkungan Kerja	25
2.5. Kepuasan Kerja	27
2.5.1. Faktor-faktor yang Memengaruhi Kepuasan Kerja	28
2.5.2. Bentuk atau Cara Mengungkapkan Ketidakpuasan	30
2.5.3. Dampak Perilaku Kepuasan dan Ketidakpuasan Kerja Pegawai	31
2.5.4. Dimensi dan Indikator Kepuasan Kerja	32

2.6. Kesehatan Mental.....	34
2.6.1. Dimensi dan Indikator Kesehatan Mental.....	35
2.7. Status Kepegawaian	36
2.8. Penelitian Terdahulu	38
2.9. Kerangka Pemikiran.....	42
2.10. Paradigma Penelitian.....	46
2.11. Hipotesis Penelitian.....	47
BAB III METODE PENELITIAN.....	48
3.1. Desain Penelitian.....	48
3.1.1. Metode dan Jenis Penelitian.....	48
3.1.2. Objek dan Subjek Penelitian	48
3.1.3. Operasionalisasi Variabel.....	50
3.1.4. Jenis dan Sumber Data	58
3.1.5. Populasi dan Sampel	58
3.2. Teknik Uji Instrumen Penelitian	63
3.3. Teknik Analisis Data.....	64
3.3.1. Analisis Deskriptif & Verifikatif	65
3.3.2. Analisis <i>Structural Equation Modeling-Partial Least Square</i> (SEM-PLS)....	67
3.4. Rancangan Pengujian Model Struktural Lengkap.....	71
BAB IV HASIL PENELITIAN	72
4.1. Hasil Penelitian	72
4.1.1. Profil Objek Penelitian	72
4.1.2. Hasil Uji Instrumen Penelitian	77
4.1.3. Analisis Deskriptif Karakteristik Responden.....	84
4.1.3.1. Karakteristik Responden Berdasarkan Status Kepegawaian.....	84
4.1.3.2. Karakteristik Responden Berdasarkan Masa Kerja.....	86
4.1.3.3. Karakteristik Responden Berdasarkan Jenis Kelamin	87
4.1.3.4. Karakteristik Responden Berdasarkan Usia.....	88
4.1.4. Deskripsi Variabel Penelitian.....	90
4.2. Analisis <i>Structural Equation Modeling-Partial Least Square</i> (SEM-PLS).....	115
4.2.1. Evaluasi Model Pengukuran.....	115
4.2.2. Evaluasi Model Stuktural	132
4.2.3. Pengujian Hipotesis.....	138

BAB V PEMBAHASAN	144
5.1. Pembahasan Hasil Penelitian	144
5.1.1. Pengaruh Peran Pimpinan terhadap Kepuasan Kerja.....	144
5.1.2. Pengaruh Lingkungan Kerja terhadap Kepuasan Kerja	147
5.1.3. Pengaruh Peran Pimpinan terhadap Kesehatan Mental.....	150
5.1.4. Pengaruh Lingkungan Kerja terhadap Kesehatan Mental.....	152
5.1.5. Pengaruh Kepuasan Kerja terhadap Kesehatan Mental	154
5.1.6. Peran Kepuasan Kerja dalam memediasi pengaruh Peran Pimpinan terhadap Kesehatan Mental	156
5.1.7. Peran Kepuasan Kerja dalam memediasi pengaruh Lingkungan Kerja terhadap Kesehatan Mental	158
5.2. Implikasi Dari Temuan.....	160
5.2.1. Implikasi Teoritis	160
5.2.2. Implikasi Praktis.....	160
5.2.3. Implikasi Kebijakan SDM.....	161
BAB VI SIMPULAN DAN SARAN.....	162
6.1. Simpulan.....	162
6.2. Saran.....	163
DAFTAR PUSTAKA	165
LAMPIRAN	171

DAFTAR TABEL

Tabel 1.1. Persentase Kehadiran Pegawai (Tenaga Kependidikan) Universitas Pendidikan Indonesia Tahun 2024	8
Tabel 3.1. Jumlah Tenaga Kependidikan UPI Per Desember Tahun 2024.....	49
Tabel 3.2. Operasionalisasi Variabel	50
Tabel 3.3. Proporsional Sampel Berdasarkan Jumlah Pegawai	61
Tabel 3.4. Proporsional Sampel Berdasarkan Status Kepegawaian.....	62
Tabel 3.5. Tingkat Reliabilitas Berdasarkan Nilai <i>Cronbach's Alpha</i>	64
Tabel 3.6. Skor Alternatif.....	65
Tabel 3.7. Analisis Deskriptif	66
Tabel 4.1. Hasil Uji Validitas Instrumen Untuk Variabel Peran Pimpinan	77
Tabel 4.2. Hasil Uji Validitas Instrumen Untuk Variabel Lingkungan Kerja ..	79
Tabel 4.3. Hasil Uji Validitas Instrumen Untuk Variabel Kepuasan Kerja	81
Tabel 4.4. Hasil Uji Validitas Instrumen Untuk Variabel Kesehatan Mental...	82
Tabel 4.5. Hasil Uji Reliabilitas Instrumen.....	83
Tabel 4.6. Karakteristik Responden Berdasarkan Status Kepegawaian	85
Tabel 4.7. Karakteristik Responden Berdasarkan Masa Kerja	86
Tabel 4.8. Karakteristik Responden Berdasarkan Jenis Kelamin	87
Tabel 4.9. Karakteristik Responden Berdasarkan Usia.....	89
Tabel 4.10. Gambaran Responden Berstatus ASN Terhadap Variabel Peran Pimpinan	92
Tabel 4.11. Gambaran Responden Berstatus NonASN Terhadap Variabel Peran Pimpinan	94
Tabel 4.12. Gambaran Responden Berstatus ASN Terhadap Variabel Lingkungan Kerja	99

Tabel 4.13. Gambaran Responden Berstatus NonASN Terhadap Variabel Lingkungan Kerja	101
Tabel 4.14. Gambaran Responden Berstatus ASN Terhadap Variabel Kepuasan Kerja	105
Tabel 4.15. Gambaran Responden Berstatus NonASN Terhadap Variabel Kepuasan Kerja	107
Tabel 4.16. Gambaran Responden Berstatus ASN Terhadap Variabel Kesehatan Mental	111
Tabel 4.17. Gambaran Responden Berstatus NonASN Terhadap Variabel Kesehatan Mental	113
Tabel 4.18.. Hasil Perhitungan <i>Outer Loadings</i> Versi Lengkap	116
Tabel 4.19. Hasil Perhitungan <i>Outer Loadings</i> Grup Status Kepegawaian ASN	119
Tabel 4.20. Hasil Perhitungan <i>Outer Loadings</i> Grup Status Kepegawaian NonASN	122
Tabel 4.21. <i>Consistency Reliability</i> Versi Lengkap	126
Tabel 4.22. <i>Consistency Reliability</i> Grup Status Kepegawaian ASN	126
Tabel 4.23. <i>Consistency Reliability</i> Grup Status Kepegawaian NonASN	127
Tabel 4.24. <i>Average Variance Extractes (AVE)</i> Versi Lengkap	127
Tabel 4.25. <i>Average Variance Extractes (AVE)</i> Grup Status Kepegawaian ASN	128
Tabel 4.26. <i>Average Variance Extractes (AVE)</i> Grup Status Kepegawaian NonASN	129
Tabel 4.27. <i>Fornell-Larcker Criterion</i> Versi Lengkap	130
Tabel 4.28. <i>Fornell-Larcker Criterion</i> Grup Status Kepegawaian ASN	130
Tabel 4.29. <i>Fornell-Larcker Criterion</i> Grup Status Kepegawaian NonASN	131
Tabel 4.30. <i>Collinearity Statiztic (VIF)</i> Versi Lengkap	132

Tabel 4.31. <i>Collinearity Statiztic (VIF)</i> Grup Status Kepegawaian ASN.....	132
Tabel 4.32. <i>Collinearity Statiztic (VIF)</i> Grup Status Kepegawaian NonASN	133
Tabel 4.33. <i>R-Square (R^2)</i> Versi Lengkap	134
Tabel 4.34. <i>R-Square (R^2)</i> Grup Status Kepegawaian ASN	134
Tabel 4.35. <i>R-Square (R^2)</i> Grup Status Kepegawaian NonASN	135
Tabel 4.36. <i>F-Square (F^2)</i> Versi Lengkap	136
Tabel 4.37. <i>F-Square (F^2)</i> Grup Status Kepegawaian ASN	136
Tabel 4.38. <i>F-Square (F^2)</i> Grup Status Kepegawaian NonASN	137
Tabel 4.39. <i>Spesific Indirect Effect</i>	139
Tabel 4.40. <i>Path Coefficients</i>	142

DAFTAR GAMBAR

Gambar 1.1. Tingkat Kekhawatiran Penduduk Dunia Terhadap Masalah Kesehatan Mental.....	2
Gambar 1.2. Tingkat Kekhawatiran Pendudukan Indonesia Terhadap Masalah Kesehatan mental	3
Gambar 1.3. Prevalensi Gangguan Mental Berdasarkan Usia di Indonesia	4
Gambar 1.4. Alur timbulnya gangguan kesehatan mental seseorang	4
Gambar 1.5. Grafik Presentase Kondisi Kesehatan Mental Tenaga Kependidikan UPI Tahun 2024	7
Gambar 2.1. Model Dasar Perilaku Organisasi Menurut Robbins <i>et al.</i> 2018 .	18
Gambar 2.2. Ilustrasi Gambar Model JD-R Berdasarkan Definisi Demerouti et al. 2021	20
Gambar 2.3. Kerangka Pemikiran.....	46
Gambar 2.4. Paradigma Penelitian.....	46
Gambar 3.1. Garis Kontinum Penelitian.....	66
Gambar 3.2. Rancangan Pengujian Model Stuktural Lengkap	71
Gambar 4.1. Struktur Organisasi Universitas Pendidikan Indonesia.....	74
Gambar 4.2. Persentase Karakteristik Responden Berdasarkan Status Kepegawaian.....	85
Gambar 4.3. Persentase Karakteristik Responden Berdasarkan Masa Kerja....	86
Gambar 4.4. Persentase Karakteristik Responden Berdasarkan Jenis Kelamin	88
Gambar 4.5. Persentase Karakteristik Responden Berdasarkan Usia	89
Gambar 4.6. Variasi Persepsi Responden Terhadap Dimensi Peran Pimpinan	91
Gambar 4.7. Garis Kontinium Variabel Peran Pimpinan Versi ASN	94
Gambar 4.8. Garis Kontinium Variabel Peran Pimpinan Versi NonASN	96

Gambar 4.9. Variasi Persepsi Responden Terhadap Dimensi Lingkungan Kerja	98
Gambar 4.10. Garis Kontinium Variabel Lingkungan Kerja Versi ASN	100
Gambar 4.11. Garis Kontinium Variabel Lingkungan Kerja Versi NonASN	103
Gambar 4.12. Variasi Persepsi Responden Terhadap Dimensi Kepuasan Kerja	104
Gambar 4.13. Garis Kontinium Variabel Kepuasan Kerja Versi ASN.....	107
Gambar 4.14. Garis Kontinium Variabel Kepuasan Kerja Versi NonASN....	109
Gambar 4.15. Variasi Persepsi Responden Terhadap Dimensi Kesehatan Mental	110
Gambar 4.16. Garis Kontinium Variabel Kesehatan Mental Versi ASN	112
Gambar 4.17. Garis Kontinium Variabel Kesehatan Mental Versi NonASN.	114
Gambar 4.18. Model <i>Output</i> Pengujian PLS-Algorithm	138

DAFTAR LAMPIRAN

Lampiran 1 SK Pengangkatan Tugas Pembimbing Penulisan Tesis	171
Lampiran 2 Surat Permohonan Izin Pra Penelitian	174
Lampiran 3 Surat Izin Pra Penelitian	176
Lampiran 4 Kuesioner Pra Penelitian	178
Lampiran 5 Surat Permohonan Izin Penelitian	183
Lampiran 6 Kuesioner Penelitian.....	185

DAFTAR PUSTAKA

- Arnold, K. A. (2017). Transformational leadership and employee psychological well-being: A review and directions for future research. *Journal of Occupational Health Psychology*, 22(3), 381–393. <https://doi.org/10.1037/ocp0000062>
- Askolani, A., & Maulid, D. L. (2019). The effect of job satisfaction and organizational commitment to performance of employees dinas pendidikan Kota Bandung. *ICEBEF* 2018, 264–269. <https://doi.org/https://doi.org/10.2991/icebef.18.2019.60>
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60, 421–449. <https://doi.org/10.1146/annurev.psych.60.110707.163621>
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Baldwin, T., Boomer, W., & Rubin, R. (2012). *Managing organizational behavior* (2nd ed.). McGraw Hill.
- Barbieri, B., Bellini, D., Scaratti, G., Mondo, M., Pinna, R., Galletta, M., & De Simone, S. (2024). Examining the interplay between positive and negative bureaucracy characteristics and job satisfaction The moderating role of resistance to change for neo-managerial approaches. *Academic Quarter*, 29, 16–34. <https://doi.org/10.54337/academicquarter.i29.9900>
- Bass, B. M., & Riggio, R. E. (2005). Transformational leadership: Second edition. *Transformational Leadership: Second Edition*, 1–282. <https://doi.org/10.4324/9781410617095>
- Cartwright, N. (2020). Middle-Range Theory. *Theoria: An International Journal for Theory, History and Foundations of Science*, 80, 148–159.
- Cartwright, S., & Cooper, C. L. (2014). Bridging occupational, organizational and public health: A transdisciplinary approach. In G. F. Bauer & O. Hämmig (Eds.), *Bridging Occupational, Organizational and Public Health: A Transdisciplinary Approach* (pp. 29–42). Springer Science + Business Media. <https://doi.org/10.1007/978-94-007-5640-3>
- Chandani, A., Mehta, M., Mall, A., & Khokhar, V. (2016). Employee engagement: A review paper on factors affecting employee engagement. *Indian Journal of Science and Technology*, 9(15). <https://doi.org/10.17485/ijst/2016/v9i15/92145>
- Cleary, M., Schafer, C., McLean, L., & Visentin, D. C. (2020). Mental health and well-being in the health workplace. *Issues in Mental Health Nursing*, 41(2), 172–175. <https://doi.org/10.1080/01612840.2019.1701937>
- Cooper, C. L., & Marshall, J. (2013). Occupational sources of stress: A review of the literature relating to coronary heart disease and mental ill health. In *From Stress to Wellbeing Volume 1: The Theory and Research on Occupational*

- Stress and Wellbeing*. <https://doi.org/10.1057/9781137310651>
- Cooper, C. L., Quick, J. C., & Schabracq, M. J. (2010). International handbook of work and health psychology. In *Choice Reviews Online* (Vol. 48, Issue 01). <https://doi.org/10.5860/choice.48-0371>
- Daraba, D., Wirawan, H., Salam, R., & Faisal, M. (2021). Working from home during the corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance. *Cogent Business & Management*, 8(1), 1–17.
- Demerouti, E., Bakker, A. B., Peeters, M. C. W., & Breevaart, K. (2021). New directions in burnout research. *European Journal of Work and Organizational Psychology*, 30(5), 686–691. <https://doi.org/10.1080/1359432X.2021.1979962>
- Dems de Haan, Y., E. H. J. FoEh, J., & A. Manafe, H. (2022). Pengaruh gaya kepemimpinan, motivasi, dan budaya organisasi terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening (literature review manajemen sumber daya manusia). *Jurnal Ekonomi Manajemen Sistem Informasi*, 4(2), 488–496. <https://doi.org/10.31933/jemsi.v4i2.1318>
- Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson.
- Dewi, R. P., & Wardhani, N. K. (2023). The Workplace wellbeing dan employee engagement pada karyawan: Menguji peranan resiliensi sebagai mediator. *Persona: Jurnal Psikologi Indonesia*, 12(1), 19–33. <https://doi.org/10.30996/persona.v12i1.8574>
- Efendi, S. (2019). Peran human capital bagi keunggulan kompetitif organisasi: Sebuah tinjauan. *Jurnal Kelola: Jurnal Ilmu Sosial*, 2(2), 11–18. <https://doi.org/10.54783/jk.v2i2.406>
- Fahmi, I. (2016). *Pengantar Manajemen Sumber Daya Manusia Konsep & Kinerja*. Mitra Wacana Media.
- Fakhriyani, D. V. (2019). *Kesehatan Mental*. Duta Media Publishing.
- Faragher, E. B., Cass, M., & Cooper, C. L. (2005). The relationship between job satisfaction and health: A meta-analysis. *Occupational and Environmental Medicine*, 62(2), 105–112. <https://doi.org/10.1136/oem.2002.006734>
- Gayed, A., Milligan-Saville, J. S., Nicholas, J., Bryan, B. T., LaMontagne, A. D., Milner, A., Madan, I., Calvo, R. A., Christensen, H., Mykletun, A., Glozier, N., & Harvey, S. B. (2018). Effectiveness of training workplace managers to understand and support the mental health needs of employees: A systematic review and meta-analysis. *Occupational and Environmental Medicine*, 75(6), 462–470. <https://doi.org/10.1136/oemed-2017-104789>
- Goldberg, D., & Williams, P. (1988). *A User's guide to the general health questionnaire*. NFER-Nelson.
- Greenberg, J. (2011). Behavior in organizations. In *Administrative Science Quarterly* (Vol. 12, Issue 2).
- Hair, J. F., Hult, G.T.M., Ringle, C., & Sarstedt, M. (2019a). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). SAGE Publisher.
- Hair, J. F., Hult, G.T.M., Ringle, C., & Sarstedt, M. (2019b). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications.

- Hair, J. F., Tomas, M. H., Ringle, C. M., & Sarsted, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publisher.
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of School Psychology, 43*(6), 495–513. <https://doi.org/10.1016/j.jsp.2005.11.001>
- Hasibuan, M. S. P. (2014). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Humairoh, & Permatasari, B. (2024). Pengaruh Gaya Kepemimpinan Transformasional dan Kepuasan Kerja terhadap Kinerja Karyawan PT. PLN Persero PLTD/G Tarahan. *Jurnal Ekonomi Efektif, 7*(1), 40–46. <https://doi.org/10.32493/JEE.v7i1.43678>
- Idris, M. A., Dollard, M. F., & Winefield, A. H. (2011). Integrating psychosocial safety climate in the JD-R model: A study amongst Malaysian workers. *SA Journal of Industrial Psychology, 37*(2), 1–11. <https://doi.org/10.4102/sajip.v37i2.851>
- Inceoglu, I., Thomas, G., Chu, C., Plans, D., & Gerbasi, A. (2018). Leadership behavior and employee well-being: An integrated review and a future research agenda. *Leadership Quarterly, 29*(1), 179–202. <https://doi.org/10.1016/j.leaqua.2017.12.006>
- Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits - Self-esteem, generalized self-efficacy, locus of control, and emotional stability - With job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology, 86*(1), 80–92. <https://doi.org/10.1037/0021-9010.86.1.80>
- Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2017). Journal of applied psychology of continuity and of change a century of continuity and of change. *Journal of Applied Psychology, 1*–19.
- Kelloway, E. K., Turner, N., Barling, J., & Loughlin, C. (2012). Transformational leadership and employee psychological well-being: The mediating role of employee trust in leadership. *Work and Stress, 26*(1), 39–55. <https://doi.org/10.1080/02678373.2012.660774>
- Luthans, F. (2011). Organizational behavior: An evidence-based approach. In *McGraw-Hill* (12th ed.). Paul Ducham. https://doi.org/10.5005/jp/books/10358_23
- Mangkunegara, A. P. (2017). *Manajemen sumber daya manusia perusahaan* (5th ed.). Remaja Rosdakarya.
- Marta, M. S., & Budi, B. (2019). Lingkungan Kerja, Mungkinkah Tidak Berpengaruh Terhadap Kepuasan Kerja? *Jurnal MANAJERIAL, 18*(1), 18–30. <https://doi.org/10.17509/manajerial.v18i1.12054>
- Mindari, E., & Marsih, Y. (2024). Pengaruh lingkungan kerja terhadap kepuasan kerja serta dampaknya terhadap kinerja. *Jurnal Manajemen Kompeten, 7*(2), 39. <https://doi.org/10.51877/mnjm.v7i2.384>
- Mohammad, S., Miguët, M., Rukh, G., Schiöth, H. B., & Mwinyi, J. (2023). Job satisfaction and job tenure of people with mental health disorders: a UK Biobank cohort study. *Scandinavian Journal of Public Health, 51*(8), 1248–1257. <https://doi.org/10.1177/14034948221119639>
- Montano, D., Reeske, A., Franke, F., & Hüffmeier, J. (2017). Leadership, followers' mental health and job performance in organizations: A

- comprehensive meta-analysis from an occupational health perspective. *Journal of Organizational Behavior*, 38(3), 327–350. <https://doi.org/10.1002/job.2124>
- Morse, J. et al. (2002). Verification strategies for establishing reliability and validity in qualitative research. *International Journal of Qualitative Methods*.
- Nielsen, K., Nielsen, M. B., Ogbonnaya, C., Käsälä, M., Saari, E., & Isaksson, K. (2017). Workplace resources to improve both employee well-being and performance: A systematic review and meta-analysis. *Work and Stress*, 31(2), 101–120. <https://doi.org/10.1080/02678373.2017.1304463>
- Nielsen, K., Yarker, J., Randall, R., & Munir, F. (2009). The mediating effects of team and self-efficacy on the relationship between transformational leadership, and job satisfaction and psychological well-being in healthcare professionals: A cross-sectional questionnaire survey. *International Journal of Nursing Studies*, 46(9), 1236–1244. <https://doi.org/10.1016/j.ijnurstu.2009.03.001>
- Pitasari, N. A. A., & Perdhana, M. S. (2018). Kepuasan Karyawan: Studi Literatur. *Diponegoro Journal of Management*, 7(4), 1–11.
- Purwanto, B. (2021). *Kementerian Kesehatan RI Kembangkan Kampus Sehat di 23 Perguruan Tinggi*. <https://ayosehat.kemkes.go.id/kementerian-kesehatan-ri-kembangkan-kampus-sehat-di-23-perguruan-tinggi>
- Putra, A. M., & Darmastuti, I. (2021). Pengaruh work engagment dan lingkungan kerja fisik terhadap kinerja karyawan dengan kepuasan kerja sebagai variable intervening (studi pada karyawan CV karunia ibu Sayid, Yogyakarta). *Diponegoro Journal of Management*, 10(5), 2337–3792.
- Rafifah, P. S. (2022). Pengaruh Workplace Well-Being dan Kesehatan Mental terhadap Kinerja Karyawan pada PT Mega Hotel Lestari. *SOSMANIORA: Jurnal Ilmu Sosial Dan Humaniora*, 1(4), 448–456. <https://doi.org/https://doi.org/10.55123/sosmaniora.v1i4.1157>
- Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23(May), 717–725. [https://doi.org/10.1016/s2212-5671\(15\)00524-9](https://doi.org/10.1016/s2212-5671(15)00524-9)
- Robbins, S., & Judge, T. (2018). *Essentials of organizational behavior*. Pearson Education.
- Robbins, S. P., & Judge, T. A. (2024). *Organizational Behavior* (19th Editi). Pearson Education Limited.
- Rosalina, M. P., Krisna, A., & Judith, M. P. (2025). *Bagaimana survei kesejahteraan dosen ala Kompas? Ini penjelasannya*. Kompas. https://www.kompas.id/artikel/bagaimana-survei-kesejahteraan-dosen-ala-kompas-ini-penjasannya?utm_source=chatgpt.com
- Safitri, W., Pardosi, I. S. S., & Triyanti, N. H. (2024). Pengaruh kesehatan mental dan lingkungan kerja non fisik terhadap kinerja karyawan pada karyawan generasi z di Kota Bekasi. *Observasi: Jurnal Publikasi Ilmu Psikologi*, 3(1), 44–59. <https://doi.org/https://doi.org/10.61132/observasi.v3i1.897>
- Sartika, D. (2024). *13 Tren SDM Tahun 2024– Perspektif Baru, Tantangan, dan Banyak Lagi*. Business 2 Community. <https://www.business2community.com/id/statistics/hr-trends>

- Schaufeli, W. B., Leiter, M. P., & Maslach, C. (2014). Burnout: 35 years of research and practice. *Career Development International*, 14(3), 204–220. <https://doi.org/10.1108/13620430910966406>
- Schaufeli, W. B., & Taris, T. W. (2014). A critical review of the job demands-resources model: Implications for improving work and health. In G. F. Bauer & O. Hammig (Eds.), *Bridging Occupational, Organizational and Public Health: A Transdisciplinary Approach* (pp. 43–68). <https://doi.org/10.1007/978-94-007-5640-3>
- Sekaran, U., & Bougie, R. (2016a). *Research Methods for Business*.
- Sekaran, U., & Bougie, R. (2016b). *Research Methods for Business In Encyclopedia of Quality of Life and Well-Being Research* (7th Ed). John Wiley & Sons, Inc. https://doi.org/https://doi.org/10.1007/978-94-007-07535_102084
- Setiawan, D., & Soraya, I. M. (2020). Hubungan kesehatan mental, minat belajar, dan kompetensi mengajar terhadap hasil belajar olahraga senam. *Jurnal Olahraga & Kesehatan Indonesia*, 1(1), 1–7. <https://jurnal.stokbinaguna.ac.id/index.php/jok>
- Siagian, S. P. (2021). *Teori dan Praktek Administrasi*. Rineka Cipta.
- Silalahi, L. M. (2022). Pengaruh kualitas sumber daya manusia, kompensasi dan lingkungan kerja terhadap kepuasan kerja (studi literature manajemen sumber daya manusia). *Jurnal Ilmu Manajemen Terapan*, 3(3), 257–269. <https://doi.org/https://doi.org/10.31933/jimt.v3i3.830>
- Sinaga, Z. V., Fitri, N. K., Zahra, N. M., Khasanah, A., Ardiningrum, N. A., & Mangundjaya, W. L. (2024). Peran kepemimpinan terhadap kesejahteraan psikologis (psychological well-being) karyawan di tempat kerja: Literatur review. *Jurnal Greenation Sosial Dan Politik*, 2(3), 1–11. <https://doi.org/10.38035/jgsp.v2i3.121>
- Skaalvik, E. M., & Skaalvik, S. (2017). Motivated for teaching? Associations with school goal structure, teacher self-efficacy, job satisfaction and emotional exhaustion. *Teaching and Teacher Education*, 67, 152–160. <https://doi.org/10.1016/j.tate.2017.06.006>
- Skakon, J., Nielsen, K., Borg, V., & Guzman, J. (2010). Are leaders' well-being, behaviours and style associated with the affective well-being of their employees? A systematic review of three decades of research. *Work and Stress*, 24(2), 107–139. <https://doi.org/10.1080/02678373.2010.495262>
- Sopiah. (2008). *Perilaku Organisasi*. Andi.
- Stinson, J. (2024). *Ipsos health service report 2024: Mental health seen as the biggest health issue*. Ipsos. <https://www.ipsos.com/en-id/ipsos-health-service-report>
- Sugiyono. (2013). *Metode penelitian kuantitatif, kualitatif dan r&d*.
- Suharyanto, Nugraha, E., & Permana, H. (2014). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Kinerja Karyawan Divisi QIP PT GSI Cianjur. *Jurnal Ilmiah Teknik Industri*, 13(2). <https://doi.org/https://doi.org/10.23917/jiti.v13i2.637>
- Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia*. Prenadamedia Group.
- Suwarsi, S., Ridwan, R., & Fauzan, N. (2025). Evaluating workload impacts on

- lecturer mental health and productivity in Indonesian private universities: A case study from Bandung. *Multidisciplinary Science Journal*, 7(1). <https://doi.org/10.31893/multiscience.2025045>
- Suwatno, & Priansa, D. J. (2022). *Manajemen SDM Dalam Organisasi Publik dan Bisnis*. Alfabeta.
- Tambunan, A. P. (2018). Lingkungan kerja dan kepuasan kerja karyawan: Suatu tinjauan teoretis. *Jurnal Ilmiah Methonomi*, 4(2), 175–183.
- Tanjung, A., & Frinaldi, A. (2023). Pengaruh kepemimpinan terhadap kepuasan kerja. *JIM: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah*, 8(2), 506–518. <https://doi.org/10.24815/jimps.v8i2.24713>
- Taris, T. W., Le Blanc, P. M., Schaufeli, W. B., & Schreurs, P. J. G. (2015). Are there causal relationships between the dimensions of the Maslach Burnout Inventory? A review and two longitudinal tests. *Work and Stress*, 19(3), 238–255. <https://doi.org/10.1080/02678370500270453>
- Turner, J. H., & Boyns, D. E. (2001). *The return of grand theory*. In *handbook of sociological theory*. Springer US.
- Van Den Broeck, A., Vansteenkiste, M., De Witte, H., & Lens, W. (2008). Explaining the relationships between job characteristics, burnout, and engagement: The role of basic psychological need satisfaction. *Work and Stress*, 22(3), 277–294. <https://doi.org/10.1080/02678370802393672>
- Vimalanathan, K., & Babu, T. R. (2014). The effect of indoor office environment on the work performance, health and well-being of office workers. *Journal of Environmental Health Science and Engineering*, 12(1), 1–8. <https://doi.org/10.1186/s40201-014-0113-7>
- WHO. (2024). *Mental health in the workplace*. <https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work>
- Wren-Lewis, S., & Alexandrova, A. (2021). Mental health without well-being. *Journal of Medicine and Philosophy (United Kingdom)*, 46(6), 684–703. <https://doi.org/10.1093/jmp/jhab032>
- Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of Occupational Health Psychology*, 5(1), 84–94. <https://doi.org/10.1037/1076-8998.5.1.84>
- Yukl, G. A. (2013). Leadership in organizations. In *Essex: Pearson* (8th ed.). Person.
- Yuliawati, N., Suryadi, E., Ahman, E., & Santoso, B. (2024). The Role of Principal Leadership in Encouraging Teacher Innovation in Higher Order Thinking Skills (HOTS) Based Learning. *Jurnal Mimbar Pendidikan*.
- Yuliawati, N., Suryadi, E., Ahman, E., & Santoso, B. (2025). The role of principal leadership in encouraging teacher innovation in higher order thinking skills (HOTS) based learning. *Mimbar Pendidikan: Jurnal Indonesia Untuk Kajian Pendidikan*, 10(1), 48–59.
- Zhang, Y., Liu, Y., Li, X., & Chen, J. (2024). Influence of work-life balance on mental health among nurses: The mediating role of psychological capital and job satisfaction. *Journal of Clinical Nursing*, 33(1–2), 156–167. <https://doi.org/10.2147/PRBM.S497305>