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The Role of Job Satisfaction as a Mediation Variable: The Influence of Workload and Organizational Justice on *the Psychological Well-Being* of XYZ Supermarket Employees, Kotawaringin Barat Regency Area

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ABSTRACT

This study aims to analyze the effects of workload and organizational justice on employees' psychological well-being and to examine the role of job satisfaction as a mediating variable among XYZ Supermarket employees in Kotawaringin Barat Regency. This study employs a quantitative approach with a sample of 50 employees selected using total sampling. Data analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the assistance of SmartPLS. The results of the study indicate that: (1) workload does not have a significant effect on psychological well-being; (2) organizational justice has a significant positive effect on psychological well-being; (3) workload has a non-significant negative effect on job satisfaction; (4) organizational justice has a significant positive effect on job satisfaction; (5) job satisfaction has a significant positive effect on psychological well-being; (6) job satisfaction does not mediate the effect of workload on psychological well-being; and (7) job satisfaction mediates the effect of organizational justice on psychological well-being. The implications of this study suggest that improving employees' psychological well-being cannot be achieved through workload management alone but must be supported by the implementation of sound organizational justice and increased employee job satisfaction. Therefore, companies need to strengthen organizational justice practices particularly in the areas of communication, fair treatment, and recognition of employee contributions to sustainably enhance employees' job satisfaction and psychological well-being.

Keywords: Workload, Organizational Justice, Job Satisfaction, Psychological Well-Being, Retail.

1. INTRODUCTION

The retail industry in Indonesia continues to grow and is one of the sectors that contributes greatly to national economic growth. Bank Indonesia data shows that in July 2025 retail sales increased by 4.70%, higher than June 2025 which grew by 1.3% (Komunikasi, 2025). This growth is influenced by the increasing population, urbanization, people's purchasing power, and technological developments that make retail business competition more dynamic. The retail sector includes various categories, such as fashion, electronics, furniture, and food and groceries, which are one of the most dominant segments.

In addition to contributing to National Domestic Product, the retail sector also plays an important role in creating jobs (Kementerian Perdagangan Republik Indonesia, 2023). However, the increasingly fierce competition and the increasing number of outlets cause the complexity of work at the operational level to be higher. Store staff and crew have extensive responsibilities, ranging from serving customers, managing inventory of goods, to achieving sales targets. Their position as frontline employees makes them face work pressure directly (Wahyuningsih, 2025). This condition has the potential to affect the psychological condition of employees, so it is important to examine the relationship between workload, organizational justice, job satisfaction, and psychological well-being, especially in the XYZ Supermarket work environment.

Conceptually, psychological well-being not only describes feelings of happiness or satisfaction, but also reflects the individual's ability to accept himself, control life, make decisions

independently, and build a healthy relationship with the environment (Ryff, 2015). Rahama and Izzati (2021) explain that psychological well-being is related to physical and mental well-being that allows a person to optimally actualize themselves. Fanani et al. (2024) added that this concept encompasses various positive aspects of psychological functioning, such as life satisfaction, personal success, and meaningful psychological experiences. Ryff (2015) stated six main dimensions of psychological well-being, namely self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. In organizations, this condition is an important indicator because it is related to the ability of employees to cope with work pressure, find meaning in their work, and maintain a positive attitude towards themselves and the work environment.

One of the factors that is suspected to affect psychological well-being is workload. Workload describes the number, type, and level of difficulty of tasks that must be completed in a certain period (Hermawan, 2024). Ekowati et al. (2021) explained that workload can be analyzed through work analysis, workload analysis, and other managerial approaches to assess organizational effectiveness and efficiency.

The results of research on the relationship between workload and psychological well-being still show inconsistencies. Mururi et al. (2025) found that workload had no significant effect on the psychological well-being of teachers in Kenya, while Hastuti and Kanto (2024) obtained similar results in the auditor profession. On the other hand, Wang (2023), Wahyu et al. (2025), and Ali et al. (2025) show that a high workload negatively impacts psychological well-being. Excessive workload can increase work stress, psychological fatigue, as well as an imbalance between job demands and individual capacity. The impact is even greater if the organization does not provide adequate support, such as clarity of roles, work resources, and a fair reward system.

Proper workload management is also closely related to job satisfaction. Hermawan (2024) explained that effective workload management can increase productivity, job satisfaction, and employee happiness. Safrizal (2023) defines job satisfaction as a feeling that arises from a person's experience of their work.

Previous research has also shown mixed results regarding the relationship between workload and job satisfaction. Cahyadi et al. (2023), Herawati et al. (2023), and Saripudin and Perkasa (2024) found that workload has a positive effect on job satisfaction. On the other hand, Hendrasti et al. (2022) reported that a high workload actually decreases job satisfaction. Meanwhile, Ekowati et al. (2021) concluded that the influence of workload on job satisfaction is not direct because it is influenced by psychological, social, physical, and economic factors. In addition to workload, organizational justice is also an important factor that affects employee job satisfaction.

Organizational justice is an individual's perception of the level of justice applied by the organization, both in the decision-making process, the distribution of results, and the treatment received during work (Kinicki, 2021). The perception of organizational fairness plays a role in shaping employee attitudes and behaviors because it relates to the balance between the contributions given and the rewards received.

Various studies show that organizational justice has a positive relationship with job satisfaction. Dahleez and Aboramadan (2025), Sunaris et al. (2022), Jufrizen and Kanditha (2021), and ElBayaa et al. (2025) prove that organizational perception of fairness is able to increase employee job satisfaction. However, Phiri et al. (2024) found different results, namely the distributive, procedural, and interactional justice dimensions were negatively correlated with the job satisfaction of health workers. These differences indicate that job characteristics and employee expectations can influence the direction of the relationship between organizational justice and job satisfaction.

In addition to influencing job satisfaction, organizational justice also contributes to psychological well-being. Septyarini and Pratiwi (2020) and Changaranchola and Samantara (2024) prove that the perception of organizational justice has a positive effect on the psychological well-being of employees. Mu'ammal and Mohyi (2024) explain that the application of justice through objective decision-making, transparent communication, and fair treatment can improve psychological well-being.

This study places job satisfaction as a mediating variable that explains the relationship between workload and organizational justice on employee psychological well-being. The model provides a more comprehensive picture of working conditions in the retail sector, as employees' psychological well-being is not only directly influenced by the high demands of the job and the perception of organizational fairness, but also through the level of job satisfaction they feel.

The research was conducted at XYZ Supermarket, Kotawaringin Barat Regency, Central Kalimantan. Based on the results of observations and interviews with managers and employees, it was found that the psychological well-being condition of employees is at a fairly vulnerable level. The stress experienced comes not only from the physical demands, but also from the emotional and moral aspects. One of the reasons is the implementation of the Stock Taking system, which is a stock control mechanism that requires employees to replace the difference between goods using personal money in the event of an unexplained discrepancy. In addition, sales targets for promotional products that are difficult to achieve sometimes encourage employees to buy products with personal funds to meet the target. This condition gives rise to insecurity, anxiety, and moral conflict that have the potential to reduce psychological well-being.

This pressure is increasing due to the high workload. Employees not only carry out their main duties, but also concurrently perform various functions, such as cashiers, salespeople, customer servants, and cleaning services. The phenomenon of task overlapping causes several tasks to be completed simultaneously, increasing time pressure, reducing concentration, and increasing the risk of physical and mental fatigue. In addition, working hours reach about ten hours per day with very limited time off, only two days in a month, as well as the obligation to work on holidays. Under certain conditions, employees must also work beyond operating hours to complete reports, arrange goods, or receive incoming goods. This practice is not in line with the provisions of Law Number 13 of 2003 concerning Manpower which regulates a normal working hour limit of 40 hours per week, thus indicating that there is a workload that exceeds labor standards.

Another problem that arises is related to organizational justice. Performance appraisal at XYZ Supermarket is more oriented

towards achieving sales targets and operational efficiency rather than the psychological well-being of employees. The implementation of Stock Taking which charges losses to employees, the absence of overtime compensation even if they work outside normal working hours, and awards that are based solely on the achievement of sales targets show an imbalance between responsibilities and rewards received. This condition is contrary to Law Number 13 of 2003 Article 78 and Government Regulation Number 35 of 2021 which regulates the obligation to provide overtime wages, thereby strengthening the perception of low organizational justice in the work environment.

These various conditions also affect employee job satisfaction. Although salaries have followed the Regional Minimum Wage standard, most employees consider the compensation received to be not commensurate with the workload, long working hours, complex responsibilities, and risks due to the Stock Taking system and sales targets. Despite this, many employees remain because of limited job opportunities in the region, so working at XYZ Supermarket is considered a safer option than being unemployed.

The selection of XYZ Supermarket as the object of the research is based on the characteristics of the retail industry which has a high work intensity, a congested operational system, and the potential for conflict between organizational demands and employee welfare. In addition, research on the retail sector in Kotawaringin Barat Regency is still relatively limited, so the results of the research are expected to make an empirical contribution to the development of human resource studies in non-metropolitan areas.

This research also has an element of novelty because it integrates four variables, namely workload, organizational justice, job satisfaction, and psychological well-being, in one research model with job satisfaction as a mediating variable. Previous research has generally only examined the relationship between these variables separately, so this study is expected to provide a more comprehensive understanding of the mechanisms that affect employee psychological well-being.

This study aims to analyze the influence of workload and organizational justice on employee psychological well-being, both directly and through job satisfaction as a mediating variable. In particular, the study aims to examine the influence of workload on psychological well-being, the effect of organizational justice on psychological well-being, the effect of workload on job satisfaction, the effect of organizational justice on job satisfaction, the effect of job satisfaction on psychological well-being, and analyze the role of job satisfaction mediation in the relationship between workload and psychological well-being, as well as between organizational justice and psychological well-being well-being.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Workload

Workload is the number, type, and level of complexity of tasks that must be completed by individuals or groups within a certain period of time (Vanchapo, 2020). A task will not be considered a burden if the worker is able to complete it according to his or her ability. On the other hand, if the demands of the job exceed the capacity of the worker, the task will become a workload (Vanchapo, 2020). Budiasa (2021) explained that workload is also related to workers' perception of job demands, completion time, and effort required to face various obstacles in work. Meanwhile, Marhaendra (2022) stated that workload describes the type of tasks that workers receive according to their capacity and must be completed within a certain period. From an organizational perspective, workload is a series of activities that are systematically analyzed through work analysis techniques and workload analysis to assess the efficiency and effectiveness of task execution in an organization (Ekowati et al., 2021). Based on these various opinions, it can be concluded that workload is the entire activity or task that must be completed by a worker within a certain time limit according to his capacity.

According to Soleman (2011), workload is influenced by external factors and internal factors. External factors include task characteristics, work organization, and work environment. Task characteristics include physical aspects, such as the condition of the workspace, layout, work attitude, and the load lifted, as well as mental aspects, such as responsibility, job complexity, and emotional demands.

Budiasa (2021) explained that workload can be measured through six indicators, namely physical demand, effort, mental demand, temporal demand, frustration level, and performance. Physical demand indicates the amount of physical activity required to complete work, while effort describes the level of physical and mental effort expended to achieve work performance. Mental demand is related to the activities of thinking, remembering, observing, and making decisions during work, while temporal demand shows the time pressure felt in completing tasks. Furthermore, frustration level describes the level of discomfort, stress, or satisfaction felt by workers during work, while performance reflects the level of success of individuals in completing their work as well as satisfaction with the results obtained.

In addition, Ekowati et al. (2021) stated that workload can also be measured through effective working hours, educational background, and the type of work that is in accordance with employee competencies. However, in this study, the indicators used refer to Budiasa (2021), namely physical demand, mental demand, and temporal demand because these three indicators are considered the most relevant in describing the workload experienced by respondents.

2.2 Organizational Justice

Organizational justice is a concept that explains how individuals assess and understand the justice they feel in the work environment. Cropanzano and Molina (2015) state that this concept examines how and why a person shapes judgments about fairness in the workplace. Buchanan and Huczynski (2023) explain that organizational justice is related to individual perceptions of justice shown by managers and organizations. In line with that, Kinicki (2021) stated that organizational justice reflects the level of employee perception of fairness in the results received, the decision-making process, and the treatment provided by the organization. Robbins and Judge (2019) also assert that this concept has to do with an individual's assessment of the balance between the contribution made and the reward or

treatment received. Based on these various opinions, it can be concluded that organizational justice is the perception of employees regarding the level of justice applied by the organization, both in providing results, decision-making processes, and interactions that occur in the work environment.

According to Cropanzano and Molina (2015), organizational justice consists of three main indicators, namely distributive justice, procedural justice, and interactional justice. Distributive justice is related to employees' perception of fairness in the distribution of the results received, such as salaries, bonuses, and awards, by considering the balance between the effort given and the rewards obtained. Procedural justice refers to fairness in the decision-making process, which is characterized by consistency in the application of rules, transparency of procedures, and the opportunity for employees to express opinions or objections to organizational decisions. The interactional justice emphasizes the quality of treatment received by employees in daily interactions, especially from superiors and colleagues. Polite, respectful, open, and empathetic treatment is an important element in building a perception of interpersonal justice in the organizational environment (Cropanzano & Molina, 2015).

2.3 Job Satisfaction

According to Safrizal (2023), job satisfaction is a feeling that arises in employees towards their work and can affect attitudes and work behaviors. Robbins & Judge (2019) explain that job satisfaction is a positive feeling formed from the results of an individual's evaluation of his or her job characteristics. Meanwhile, Kinicki (2021) defines job satisfaction as a person's affective or emotional response to various aspects of his or her work that shows a level of likability for the job. A similar opinion is put forward by Luthans et al. (2021), who state that job satisfaction comes from employees' perceptions of the extent to which work is able to fulfill the things that are considered important to them. Based on these various opinions, job satisfaction can be understood as a positive attitude or feeling that arises when the work and work environment are able to meet the needs and expectations of employees.

Kinicki (2021) explained that job satisfaction is influenced by several factors. Need fulfilment shows that satisfaction increases when work is able to meet the basic needs and psychological needs of employees. Meet expectations are related to the compatibility between expectations and accepted reality, so that the smaller the difference between the two, the higher the level of job satisfaction. Value attainment describes the ability of the job to support individuals to realize personal values such as integrity, creativity, and social contribution. Furthermore, Equity emphasizes the importance of fair treatment, both in compensation, workload sharing, and career development opportunities. In addition, the Dispositional/genetic component shows that personality characteristics, such as optimism and emotional stability, also influence a person's tendency to feel satisfied with their work.

Robbins & Judge (2019) and Luthans et al. (2021) suggest that job satisfaction can be measured through several indicators, namely the job itself, salary, promotion, supervision, and co-workers. An engaging job, providing learning opportunities, and adequate responsibilities will increase satisfaction. In addition, the perception of salary fairness, promotion opportunities, the quality of supervision from superiors, and good relationships with colleagues are also important factors in shaping job satisfaction.

Mullins and Christy (2016) put forward almost similar indicators, but added aspects related to job characteristics, namely Skill Variety, Task identity, Task significance, Autonomy, and Feedback. Skill Variety describes the diversity of skills used in the job thereby reducing boredom. Task identity shows the ability to complete work in its entirety from start to finish. Task significance is related to the magnitude of the impact of work on others so that work feels meaningful. Autonomy shows the freedom of employees in regulating how they work and make decisions, while Feedback is information received about the results of work implementation as a basis for evaluating and improving performance.

Based on the theoretical foundation, the job satisfaction indicators used in this study include salary, supervision, co-workers, task significance, and feedback.

2.4 Psychological well-being

Ryff (2015) explained that psychological well-being is a condition when individuals have a positive view of themselves, are able to control behavior, make decisions independently, and live an effective and meaningful life. Rahama & Izzati (2021) stated that Psychological well-being describes the ability of individuals to achieve physical and mental well-being while developing their potential optimally. In line with that, Fanani et al. (2024) explain that psychological well-being reflects the success of individuals in achieving positive psychological functions, such as life satisfaction, feelings of success, and psychological experiences that provide meaning. Thus, psychological well-being can be understood as a psychological condition characterized by self-acceptance, the ability to control life, having a purpose in life, and being able to develop positively.

Ryff (1995) stated that psychological well-being is influenced by several demographic factors, namely age, gender, and culture. The age factor affects the way individuals interpret life experiences, where more mature individuals generally have better ability to reflect and accept themselves. Gender also contributes to differences in psychological well-being experiences, as women tend to emphasize more social relationships and self-development, while men are more oriented towards independence and environmental control. In addition, culture shapes values, norms, and the way individuals view well-being so that it also affects a person's level of psychological well-being.

According to Ryff (2015), psychological well-being consists of six indicators, namely Purpose in life, Autonomy, Personal growth, Environmental mastery, Positive relationships, and Self-acceptance. Purpose in life shows that individuals have a clear purpose and meaning in life. Autonomy describes the ability to think and act independently without being easily influenced by external pressures. Personal growth reflects the desire to continue to develop and optimize one's potential. Environmental mastery shows the ability to manage the environment and take advantage of the opportunities available according to personal needs and values. Positive relationships describe the ability to build warm, trusting, and empathetic relationships with others. Meanwhile, self-acceptance shows the ability to accept oneself, including the strengths, shortcomings, and life experiences that have been passed.

Berkman (1971) developed an indicator of psychological well-being consisting of eight aspects, namely five indicators of negative feelings, such as feeling lonely, sad, bored, restless, and anxious for no reason, and three indicators of positive feelings, namely feeling very happy, excited about something, and feeling happy after successfully achieving a goal.

In this study, the indicators of psychological well-being used were Autonomy, Environmental Mastery, Self-Acceptance, and Purpose in Life.

3. RESEARCH MEHODOLOGY

This study applies a quantitative approach to objectively test the relationship between variables through numerical data analyzed using statistical techniques. Creswell & Creswell (2023) explain that quantitative methods are used to test theories by analyzing relationships between variables or comparing groups based on data obtained through research instruments. In line with that, Sugiyono (2023) stated that quantitative research is based on the philosophy of positivism, using research instruments in data collection, and statistical analysis to test the hypotheses that have been set.

This research utilizes two types of data sources, namely primary data and secondary data. Primary data was obtained directly from respondents through the distribution of questionnaires, field observations, and interviews with XYZ Supermarket managers and employees, in accordance with the data collection techniques described by Sugiyono (2023). Meanwhile, secondary data is obtained from various supporting sources, such as books, scientific articles, websites, and other references relevant to the research topic.

According to Sugiyono (2023), population is a whole object or subject that has certain characteristics and is the target of research. The population in this study is all employees of XYZ Supermarket in the Kotawaringin Barat Regency area which totals 50 people, consisting of 1 manager, 1 assistant manager, 3 supervisors, and 45 employees. Because the population is relatively small, this study uses census techniques or total sampling, so that all members of the population are used as research samples.

The research was carried out at XYZ Supermarket which is located at Jl. Kawitan I, Sidorejo, South Arut District, Kotawaringin Barat Regency, Central Kalimantan Province. The location was chosen as a place to obtain data and distribute questionnaires according to the purpose of the research. The implementation of the research took place in the period from February to March 2026.

Data collection was carried out through three techniques, namely observation, interviews, and questionnaires. Observation uses a non-participant method, so the researcher only acts as an independent observer to observe the conditions and phenomena that occur in the XYZ Supermarket (Sugiyono, 2023). Interviews were conducted with managers and several employee representatives to obtain more in-depth information about the conditions of the research (Sugiyono, 2023). In addition, key data was collected through the distribution of online questionnaires to all respondents. The questionnaire was used to measure the Role of Job Satisfaction as a Mediation Variable: The Influence of Workload and Organizational Justice on the Psychological Well-being of XYZ Supermarket Employees in the Kotawaringin Barat Regency Area (Sugiyono, 2023).

The data that has been collected is analyzed through the stages of grouping, tabulation, data presentation, and testing problem formulations and hypotheses as explained by Sugiyono (2023). The research analysis used descriptive statistics to describe the characteristics of the data without making generalizations. Furthermore, testing of the relationship between variables was carried out using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS software.

4. RESULTS AND DISCUSSION

4.1 Research Results

This study involved 50 XYZ Supermarket employees as respondents. Respondent characteristics are grouped by age, position, gender, and length of service to provide an overview of the profile of respondents who are the source of research data.

Respondents were dominated by the age group of 25-34 years with a total of 22 people or 44% of the total respondents. The age group of 18–24 years amounted to 20 people (40%), while respondents aged 35–45 years were 8 people (16%). The composition shows that most of the respondents are of productive age, so they are expected to be able to provide relevant assessments of working conditions at XYZ Supermarket.

Most of the respondents came from employee positions, which was as many as 45 people or 90% of the total respondents. Meanwhile, the position of Supervisor is 3 people (6%), while the Manager and Assistant Manager are 1 person (2%) each. These results show that this study is more representative of the views of operational employees than the management ranks.

Female respondents amounted to 32 people or 64%, while male respondents were 18 people or 36%. This data shows that the composition of XYZ Supermarket employees is dominated by women, although respondents' engagement still reflects diversity based on gender.

The majority of respondents have a working period of 5-10 years, which is 26 people or 52%. Furthermore, respondents with a working period of 1-5 years amounted to 20 people (40%), while 4 people (8%) worked with a working period of more than 10 years. The dominance of respondents with a working period of 5–10 years shows that most employees have adequate experience in understanding the company's work environment and systems. With this experience, respondents are considered able to provide a more objective assessment of workload, Organizational Justice, Job Satisfaction, and Psychological Well-Being.

This study uses descriptive statistics through mean analysis to describe the tendency of respondents' answers to each research variable. The determination of assessment categories refers to the Three Box Method (Ferdinand, 2019), which groups results into three categories, namely low, medium, and high. With a Likert scale of 1–5, the class interval is calculated using the formula (highest value − lowest value)/number of classes, so that an interval of 1.33 is obtained. Based on these results, the category range consists of 1.00–2.33 (low), 2.34–3.67 (medium), and 3.68–5.00 (high). Especially for workload variables, the category interpretation is adjusted because it uses an inverted Likert scale, so that a low mean value indicates a higher level of respondent approval.

The results of the analysis show that the workload variable

obtained a mean of 1.80. Because it uses the reverse Likert scale, it indicates that respondents are likely to agree with the statement regarding the high workload they are experiencing. Thus, employees feel physical, mental, and time pressures in carrying out work.

Based on the indicator, Physical Demand has a mean of 1.71, which indicates that work is considered to require physical activity and cause fatigue. Furthermore, Mental Demand obtained a mean of 1.75, which indicates that work requires high concentration and good memory skills. Meanwhile, Temporal Demand has a mean of 1.95, indicating that respondents also feel the demand for completing work in a limited time accompanied by pressure to work faster. Overall, these results show that the workload of employees at XYZ Supermarket is relatively high, so companies need to maintain a balance between job demands and employee welfare so that productivity remains optimal.

The Organizational Justice variable obtained a mean of 2.65, so it was in the medium category. These findings show that respondents consider that organizations have applied the principles of fairness, even though their implementation is still not fully optimal.

In the Distributive Justice dimension, the mean of 2.12 indicates that the distribution of workload and compensation is seen as fairly fair, although the provision of rewards and bonuses is still considered not fully in accordance with employee contributions. Furthermore, Procedural Justice obtained a mean of 2.51, which shows that work procedures are considered to be quite transparent, consistent, and relatively impartial, although employee involvement in the decision-making process still needs to be improved. The Interactional Justice has the highest value, which is 3.33, which shows that interpersonal relationships in the work environment are going quite well. Respondents assessed that their superiors and co-workers treated them with respect, mutual respect, and showed concern in daily interactions.

In general, the results show that Organizational Justice is at a moderate level. The interaction aspect is the main strength of the organization, while the reward system, workload distribution, and implementation of procedures still need to be improved so that the perception of justice increases.

The job satisfaction variable obtained a mean of 2.81, which is included in the medium category. These results show that respondents are quite satisfied with their working conditions, even though the level of satisfaction is not yet high.

On the salary indicator, the mean of 1.97 shows that respondents still feel that the compensation received is not fully satisfactory or fair compared to colleagues with similar responsibilities. The supervision indicator obtained a mean of 2.74, which illustrates that the supervisor is considered quite responsible and able to establish good communication, although the appreciation for the work results is still felt to be less than optimal. Meanwhile, the co-worker indicator obtained a mean of 3.35, which indicates a harmonious working relationship, mutual support, and good teamwork. In the Task Significance indicator, a mean of 3.36 indicates that respondents view their work as beneficial to customers while making a positive contribution to the company. The Feedback indicator obtained a mean of 2.61, which indicates that employees receive enough feedback from their superiors, but still expect a more open and fair reward for their performance.

Overall, employee job satisfaction is at a moderate level. Relationships with colleagues and the meaning of work are the most positive aspects, while the salary system and rewards for work results are still factors that lower satisfaction levels.

The Psychological Well-Being variable obtained a mean of 3.20, which indicates a moderate category. These findings indicate that respondents consider work to have a fairly positive influence on their psychological state.

The Purpose in Life indicator has a mean of 3.33, which shows that work is considered to provide purpose, meaning, and opportunities to contribute to the company and others. On the Autonomy indicator, the mean of 3.04 indicates that respondents feel that they have enough freedom to complete work, although some still feel supervision from their superiors. Furthermore, Environmental Mastery obtained a mean of 3.29, which indicates that respondents feel able to manage the demands of their work while taking advantage of the opportunities available to support their performance. The Self Acceptance obtained a mean of 3.13, which illustrates that respondents are quite able to accept their strengths and limitations and have a positive view of the roles they carry out in the workplace.

Overall, Psychological Well-Being is at a moderate level with the main strength in the aspects of Purpose in Life and Environmental Mastery. This shows that work is seen as meaningful and helps employees manage the demands of work. However, the aspects of Autonomy and Self Acceptance still need to be improved by providing greater space for employees to make decisions in their work as well as strengthening self-acceptance and the development of individual potential.

The hypothesis test in this study was carried out using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) through the SmartPLS application. This method was chosen because it is more flexible to the characteristics of data distribution. Model evaluation is carried out through two main stages, namely the outer model to test the quality of the measurement instrument and the inner model to assess the structural relationship between variables.

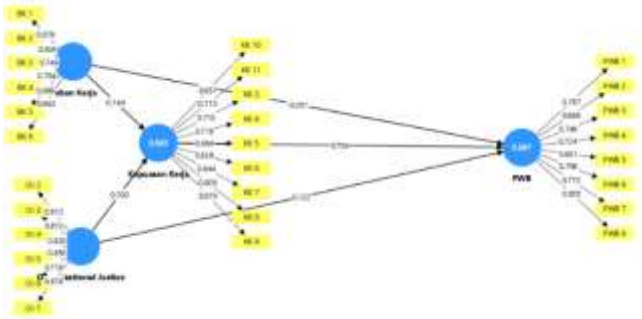


Figure 4.1 Test Measurement Model
Source: SmartPLS

The convergent validity test is carried out through an outer loading value, provided that the indicator is declared good if it has a value above 0.70. However, indicators with values between 0.40–0.60 can still be maintained if they are theoretically relevant and contribute to the construct.

Table 4. 1 Outer Loading Workload

Item	*Outer loading*	Remarks
BK1	0,679	Valid
BK2	0,924	Valid
BK3	0,746	Valid
BK4	0,784	Valid
BK5	0,886	Valid
BK6	0,863	Valid

Source: SmartPLS, 2026

In the workload variable, almost all indicators have an outer loading value above 0.70, except for BK1 which obtained a value of 0.679. This value is still considered adequate so that the indicator is still maintained because it is still able to represent the construct well. Thus, all workload indicators are declared to meet convergent validity.

Table 4. 2 Outer Loading Job Satisfaction Before Removal

Item	*Outer loading*	Remarks
KK1	0,475	Valid
KK2	0,559	Valid
KK3	0,731	Valid
KK4	0,683	Valid
KK5	0,673	Valid
KK6	0,589	Valid
KK7	0,647	Valid
KK8	0,762	Valid
KK9	0,817	Valid
KK10	0,859	Valid
KK11	0,737	Valid

Source: SmartPLS, 2026

For the job satisfaction variable, the KK1 and KK2 indicators were eliminated because they had a low contribution to construct. After the removal of both indicators, most indicators show outer loading above 0.70.

Table 4. 3 Outer loading Job Satisfaction After Removal

Item	*Outer loading*	Remarks
KK3	0,713	Valid
KK4	0,718	Valid
KK5	0,684	Valid
KK6	0,629	Valid
KK7	0,644	Valid
KK8	0,803	Valid
KK9	0,870	Valid
KK10	0,857	Valid
KK11	0,713	Valid

Source: Data processed, 2026

Meanwhile, KK5, KK6, and KK7 are still maintained even though the value is slightly below 0.70 because it is still in accordance with the theoretical foundation and has a value above 0.60, so it still meets the validity requirements.

Table 4. 4 Outer loading for organizational justice prior to deletion

Item	*Outer loading*	Remarks
OJ1	0,480	Valid

OJ2	0,812	Valid
OJ3	0,852	Valid
OJ4	0,808	Valid
OJ5	0,831	Valid
OJ6	0,727	Valid
OJ7	0,690	Valid
OJ8	0,520	Valid

Source: SmartPLS, 2026

Table 4. 5 Outer loading Organizational Justice after removal

Item	*Outer loading*	Remarks
OJ2	0,813	Valid
OJ3	0,872	Valid
OJ4	0,820	Valid
OJ5	0,850	Valid
OJ6	0,718	Valid
OJ7	0,676	Valid

Source: Data processed, 2026

In the organizational justice variable, the OJ1 and OJ8 indicators were deleted due to low outer loading values. After the model modifications, all remaining indicators showed adequate values, with OJ7 maintained even though the value was slightly below the ideal limit. These improvements improve the quality of the construct so that convergent validity is declared fulfilled.

Table 4. 1 Outer Loading Psychological Well-being

Item	*Outer loading*	Remarks
PWB1	0,787	Valid
PWB2	0,886	Valid
PWB3	0,749	Valid
PWB4	0,724	Valid
PWB5	0,861	Valid
PWB6	0,798	Valid
PWB7	0,772	Valid
PWB8	0,805	Valid

Source: SmartPLS, 2026

All indicators in the psychological well-being variable have an outer loading value above 0.70. The highest values are found in the PWB2 and PWB5 indicators, while the other indicators also meet the recommended minimum limit. Therefore, all indicators are declared valid in measuring psychological well-being constructs.

Table 4. 7 Averange Variance Extracted

Variabel	AVE	Conclusion
Workload	0,669	Valid
Job Satisfaction	0,550	Valid
Oranizational Justice	0,631	Valid
Psychological Well-Being	0,639	Valid

Source: SmartPLS, 2026

In addition to outer loading, convergent validity is also evaluated through Average Variance Extracted (AVE). The results of the analysis showed that all variables had an AVE value above 0.50, namely workload of 0.669, job satisfaction of 0.550, organizational justice of 0.631, and psychological well-being of 0.639. The findings indicate that the entire construct has met the convergent validity requirements, making it suitable for use at the next stage of analysis.

Table 4.8 Discriminant Validiy

Variabel	Workload	Job Satisfaction	*Organizational justice*	*Psychological Well - Being*
Workload				
Job	0,437			

Satisfaction				
Organizational Justice	0,440	0,837		
Psychological Well-being	0,296	0,835	0,690	

Source: SmartPLS, 2026

Furthermore, discriminant validity was tested using the Heterotrait-Monotrait Ratio (HTMT). All HTMT values are below the maximum limit of 0.90 and still meet the stricter criteria of 0.85. Although the relationship between job satisfaction and organizational justice and psychological well-being is relatively high, the value is still within acceptable limits. Thus, each construct is able to be adequately distinguished from the others.

Table 4.9 Cronbach's Alpha

Variabel	***Cronbach's Alpha***
Workload	0,902
Job Satisfaction	0,896
Organizational Justice	0,882
Psychological Well-Being	0,919

Source: SmartPLS, 2026

The internal consistency reliability test was conducted using Composite Reliability and Cronbach's Alpha. All constructs obtained a Composite Reliability value above 0.90 and Cronbach's Alpha exceeded 0.70. These results show that the research instrument has a good to very high level of reliability, so that the indicators used are able to measure constructs consistently.

Table 4.10 Collinearity Assesment

Variabel	**Workload**	**Job Satisfaction**	***Organizational justice***	***Psychological Well - Being***
Workload		1,211		1,262
Job Satisfaction				2,468
Organizational Justice		1,211		2,428
Psychological Well-being				

Source: SmartPLS, 2026

The inner model stage begins with collinearity assessment testing through the Variance Inflation Factor (VIF). All VIF values were below the maximum limit of 5, so no indication of multicollinearity between variables was found in the model.

Table 4.11 Coefficent of Dertemination (R2)

Variabel	**R-Square**
Job Satisfaction	0,595
Psychological Well-being	0,607

Source: SmartPLS, 2026

The model's ability to explain dependent variables was analyzed using the Coefficient of Determination (R^2). The R-Square value of job satisfaction of 0.595 indicates that workload and organizational justice are able to explain 59.5% of the variation in job satisfaction. Meanwhile, the R-Square psychological well-being value of 0.607 showed that the model was able to explain 60.7% of the variation in psychological well-being. Based on the classification of Hair et al. (2021), both values are in the medium category.

Table 4.12 Effect Size (F2)

Variabel	**Workload**	**Job Satisfaction**	***Organizational justice***	***Psychological Well - Being***
Workload		0,042		0,005
Job Satisfaction				0,510

Organizationa l Justice		0,998		0,016
Psychological Well-being				

Source: SmartPLS, 2026

The influence of each independent variable was evaluated using Effect Size (F^2). Workload has little effect on job satisfaction and has almost no effect on psychological well-being. On the other hand, organizational justice has a major influence on job satisfaction, but only has a small direct influence on psychological well-being. In addition, job satisfaction has a very large effect size on psychological well-being, thus showing the important role of these variables as mediators.

Table 4.13 Cross Validated Redundancy

Variabel	Q2
Job Satisfaction	0,303
Psychological well-being	0,366

Source: SmartPLS, 2026

The predictive capabilities of the model were tested using Cross Validated Redundancy (Q^2). The Q^2 value of job satisfaction is 0.303 and psychological well-being is 0.366, all of which are above zero. These results indicate that the model has good predictive relevance.

Table 4.14 Path Coefficients

No	Relationships Between Variables	Original Sampel	T-Statistic	P-Value	Conclusion
1.	Job Satisfaction→ Workload	0,144	1,733	0,083	Rejected
2	Beban Kerja →*Psychological Well-being*	-0,051	0,450	0,652	Rejected
3.	Psychological Well-being→ *Job Satisfaction*	0,704	3,811	0,000	Accepted
4.	*Organizational Justice* →Job Satisfaction	0,700	9,592	0,000	Accepted
5.	*Organizational justice*→ *Psychological Well-being*	0,614	5,202	0,000	Accepted

Source: SmartPLS, 2026

Direct relationship testing through Path Coefficients showed that workload had no significant effect on job satisfaction or psychological well-being, although the direction of the relationship to job satisfaction was positive and psychological well-being was negative. On the other satisfaction has a positive and significant effect on psychological well-being. In addition, organizational justice has been proven to have a positive and significant influence on job satisfaction and psychological well-being.

Table 4.15 Inderect Effect

No.	Relationships Between Variables	*Original Sampel*	Sampel *Mean*	*T-Statistic*	*P-*Value	Conclusion
1.	Workload →Job Satisfaction →*Psychological Well-being*	0,102	0,108	1,467	0,143	Rejected
2	*Organizational Justice* →Kepuasan Kerja →*Psychological*	0,492	0,489	3,741	0,000	Accepted

	Well-being					

Source: SmartPLS, 2026

Indirect Effect analysis showed that job satisfaction was unable to mediate the relationship between workload and psychological well-being because the resulting indirect influence was not significant. In contrast, job satisfaction has been shown to be a significant mediator in the relationship between organizational justice and psychological well-being. These results indicate that improving organizational justice can improve psychological well-being through increased job satisfaction, while mediation mechanisms involving workloads are not statistically proven (Hair et al., 2021).

4.2 Discussion

The results of statistical analysis showed that workload had a very small and insignificant positive influence on psychological well-being, so the first hypothesis was rejected. These findings indicate that workload is not yet the main factor determining the level of psychological well-being of employees. According to Soleman (2011), workload is influenced by external factors in the form of job demands as well as internal factors, such as motivation, perception, trust, desire, and individual satisfaction. Therefore, employees' ability to manage internal factors allows them to maintain a good psychological condition despite the high demands of work. The workload is seen as part of the job responsibility to meet economic needs so it is not always interpreted as a source of psychological stress.

The characteristics of the respondents also provide an explanation for the results. The majority of respondents were 18–24 years old (40%), so most are still in the early stages of their careers. In this phase, workload tends to be perceived as a means of learning, developing competencies, and gaining work experience. In addition, the majority of respondents were women (64%). Ryff (1995) explained that women generally emphasize social relationships and self-development, so it is easier to build social support that helps the process of adapting to the demands of work. In terms of working time, most respondents have worked for 5–10 years (52%), which shows good enough experience and adaptability so that workload is no longer a factor that directly decreases psychological well-being.

The results of the descriptive analysis showed that the workload was in the high category (mean 1.80) because it used the reverse scale, while psychological well-being was in the medium category (mean 3.20). The highest indicator was purpose in life (mean 3.33), especially in statements about opportunities to contribute to the company and others (mean 3.38), which was approved by 22 respondents. This condition shows that the high workload is not followed by a significant decrease in psychological well-being, so there are indications that employees are still able to maintain their psychological well-being.

All workload indicators, namely physical demand, mental demand, and temporal demand, are in the high category. The temporal aspect of demand is the most prominent, especially in the statement about work that must be completed in a limited time and the pressure to work quickly. However, the level of psychological well-being remains in the moderate category. This indicates that employees are used to facing the demands of work and have an adaptation pattern formed through work experience, so that the pressure that arises is no longer perceived as a significant threat to psychological well-being.

These findings were strengthened through observations and interviews. Employees still choose to stay at work despite facing a high workload due to limited job opportunities and economic factors. In addition, the minimum educational requirements of high school graduates at XYZ Supermarket allow individuals to start working at a young age without high experience demands. This situation makes it easier for employees to accept job demands as part of their responsibilities, so that the workload does not directly affect psychological well-being.

The results of this study are in line with Mururi et al. (2025) who found that workload has no significant effect on the psychological well-being of teachers in Kenya, and Hastuti and Kanto (2024) who show that the increase in workload only provides a relatively small change in the psychological well-being of auditors. On the other hand, Wahyu et al. (2025), Wang (2023), and Ali et al. (2025) reported a negative influence between workload and psychological well-being. The difference in results shows that the relationship between the two variables is influenced by individual characteristics and organizational context.

Overall, this study shows that the effect of workload on psychological well-being is not always direct. Motivation, perception, satisfaction, age, gender, and work experience are factors that can strengthen employees' adaptability. Therefore, companies need to create a supportive work environment through good communication, support from superiors, appreciation for employee contributions, and self-development opportunities so that psychological well-being is maintained even though the workload is relatively high.

The results of statistical analysis show that organizational justice has a positive and significant effect on psychological well-being, so the second hypothesis is accepted. These findings show that the higher the employee's perception of organizational fairness, the better the level of psychological well-being they feel.

The characteristics of the respondents also support these results. Most respondents were 18–24 years old (40%), which is the early phase of their careers when fair treatment from the organization plays an important role in building trust, comfort, and attachment to work. In addition, the majority of respondents have a working period of 5-10 years (52%), so they have enough experience to assess organizational policies and treatment more objectively. The experience allows employees to evaluate whether the organization has implemented fairness consistently. When employees feel treated fairly, both in policies and interactions in the workplace, psychological well-being tends to increase because there is a sense of respect, safety, and comfort in carrying out their work.

The results of the descriptive analysis showed that organizational justice obtained a mean value of 2.65 which was included in the medium category. This indicates that employees' perception of fairness in the organization is not optimal. The three dimensions, namely distributive justice, procedural justice, and interactional justice, are also in the medium category. However, interactional justice has the highest mean value (3.33), which shows that employees tend to feel fair treatment in interactions with their superiors and colleagues. Statements about polite treatment from superiors and co-workers received a mean score of 3.40, with most respondents giving enough answers to agree.

The psychological well-being variable has a mean value of 3.20 and is included in the medium category. The dimensions of purpose in life and environmental mastery obtained a relatively higher score, which shows that employees are still able to find

meaning in their work and are able to manage work demands. Although both variables are in the medium category, hypothesis testing proves that perceptions of organizational justice have a positive and significant effect on psychological well-being. The higher the justice that employees feel, the better their psychological well-being will be.

The findings show that organizational fairness has a psychological impact in the form of increased sense of value, equal treatment, and growth of trust in the work environment. Fairness in the distribution of rewards, decision-making processes, and daily interactions encourages the formation of positive perceptions of the organization so as to support the improvement of psychological well-being.

The results of the interviews reinforce these findings. Employees consider that salary distribution, performance appraisal systems, and sales targets are the aspects that most affect the perception of fairness. Performance appraisals are considered to focus more on achieving targets than on discipline and thoroughness aspects, while salary cuts due to stock taking also give rise to perceptions of injustice. This condition affects the way employees view work as well as their psychological well-being.

The results of this study are consistent with the research of Septyarin and Pratiwi (2020), Changaranchola and Samantara (2024), and Mu'ammal and Mohyi (2024), which stated that organizational justice has a positive effect on psychological well-being. These findings are also supported by Ajala and Bolarinwa (2015) and Gündüz et al. (2020), who show that organizations that practice fairness, open communication, and transparent decision-making processes tend to have higher levels of psychological well-being. Thus, this study confirms that organizational justice is an important factor in improving the psychological well-being of employees.

The results of statistical analysis show that workload has a very small and insignificant negative influence on job satisfaction, so the third hypothesis is rejected. In theory, a high workload is expected to lower job satisfaction, but the results show a different condition. The majority of respondents are 18–24 years old with a working period of 5–10 years, so they are relatively able to adjust to the demands of work. This experience is suspected to make a high workload not directly reduce job satisfaction.

Descriptive analysis shows that workload has a mean value of 1.80 which is in the high category because it uses an inverted scale, while job satisfaction obtained a mean value of 2.81 or is in the medium category. This shows that a high workload is not followed by a significant decrease in job satisfaction.

In the job satisfaction variable, the task significance indicator obtained the highest score (mean 3.36), which indicates that employees still view their work as meaningful and make a positive contribution to the company. In addition, the indicator of relationships with colleagues also has a high value (mean 3.35), which reflects a harmonious and mutually supportive working relationship. On the other hand, the salary aspect received a relatively low value, indicating that there is still dissatisfaction in the financial aspect.

These results indicate that job satisfaction is not only influenced by workload, but also by other factors, such as social relationships in the workplace, perception of work, and economic conditions. Good working relationships and a sense of job meaning are able to maintain the level of job satisfaction even though the demands of work are quite high. This condition is in accordance with Kinicki's (2021) theory, which explains that job satisfaction is influenced by various factors. In this study, the concept of value attainment is reflected through the high value of task significance, while need fulfillment can be seen from the ability of the job to meet economic needs so that employees still view their work as valuable.

The interview findings also show that employees face high workloads, overlapping tasks, long working hours, and sales target pressures. Despite this, they still survive due to limited employment opportunities outside the company, economic needs, and harmonious working relationships with colleagues. These factors help maintain job satisfaction at a moderate level.

Empirically, the results of this study are in line with Ekowati et al. (2021), who stated that the influence of workload on job satisfaction is also influenced by psychological, social, physical, and economic factors. However, these results are different from the research of Cahyadi et al. (2023), Herawati et al. (2023), Saripudin and Perkasa (2024), and Hendrasti et al. (2022), which found a significant influence between workload and job satisfaction. The difference is suspected to be due to the characteristics of respondents who are used to facing high job demands, supported by good social relationships, and the perception that work is able to meet economic needs.

Theoretically, these findings strengthen the view of Kinicki (2021) that job satisfaction is a construct that is influenced by various aspects, such as need fulfillment, value attainment, organizational justice, and individual characteristics. Therefore, a high workload does not always lead to low job satisfaction if there are other factors that provide positive value to the work. From a practical perspective, companies need to continue to manage workload proportionately while maintaining harmonious working relationships, providing constructive feedback, and increasing appreciation for employee contributions. These efforts can maintain a sense of job meaning so that job satisfaction is maintained even though the work demands are relatively high.

The results of statistical analysis show that organizational justice has a positive and significant effect on job satisfaction, so the fourth hypothesis is accepted. Conceptually, organizational justice consists of distributive justice, procedural justice, and interactional justice. These three dimensions are related to fairness in the distribution of rewards, the decision-making process, and the quality of interaction between superiors and employees. When employees see the organization applying fairness to all these aspects, they will feel appreciated and recognized so that job satisfaction increases because the contributions made are considered to receive fair treatment.

The characteristics of the respondents reinforced these findings. Most employees are 18–24 years old (40%) and the majority have a tenure of 5–10 years. This condition shows that the respondents are relatively young employees, but have had enough work experience to assess the application of organizational policies, rules, and treatment in daily activities so that they are able to evaluate the level of job satisfaction they feel.

The results of the descriptive analysis showed that organizational justice was in the medium category with a mean value of 2.65. All dimensions, namely distributive justice, procedural justice, and interactional justice, are also in the medium category, with interactional justice obtaining the highest score (mean 3.33). This indicates that employees feel more courteous, respectful, and attentive treatment from their superiors and colleagues. Statements about polite treatment from superiors and co-workers obtained the highest average score (3.4), indicating that the quality of interpersonal relationships was the most perceived aspect of fairness.

Job satisfaction is also in the medium category with a mean value of 2.81. The indicators of relationship between colleagues (3.35) and task significance (3.36) obtained the highest scores compared to other indicators. These findings show that positive social relationships and job meaningfulness are the main factors that shape job satisfaction. Thus, the perception of organizational fairness accompanied by good interpersonal relationships tends to increase employee job satisfaction.

The findings of the study confirm that the higher the perception of organizational justice, the higher the job satisfaction. Fairness in rewarding, performance appraisals, and the application of rules makes employees feel valued, treated equally, and increases trust in the organization. The results of the interviews also reinforce that fairness in salary distribution, performance evaluation, and policy implementation are the main concerns of employees. On the other hand, the perception of injustice has the potential to lower job satisfaction.

The results of this study are in line with the research of Dahleez and Aboramadan (2025), Jufrizen and Kanditha (2021), Sunaris et al. (2022), and ElBayaa et al. (2025) which show that organizational justice has a positive effect on job satisfaction. However, Phiri et al. (2024) obtained different results, namely distributive justice, procedural justice, and interactional justice were negatively correlated with job satisfaction of health workers. These differences suggest that job characteristics and employee expectations can influence the relationship between variables. Overall, this study emphasizes that improving organizational justice, especially in the aspect of interactional justice, is an important factor in increasing job satisfaction.

The results of the study show that job satisfaction has a positive and significant effect on psychological well-being, so the fifth hypothesis is accepted. The majority of respondents were 18–24 years old (40%) and had worked for 5–10 years (52%). These characteristics show that respondents have sufficient experience to assess job satisfaction as well as the psychological well-being condition they experience during work.

Descriptively, job satisfaction is in the medium category with a mean value of 2.81, while psychological well-being has a mean value of 3.20 which is also included in the medium category. This condition shows that a fairly good level of job satisfaction is able to support the psychological condition of employees in a relatively stable manner. In job satisfaction, the indicators of relationships between colleagues and task significance have the highest value, which shows the importance of social relationships and the meaning of work in creating satisfaction. Meanwhile, in psychological well-being, the dimensions of purpose in life and environmental mastery obtained relatively high values, reflecting the ability of employees to find the meaning of work and manage the demands of work.

The results of the interviews support these findings. Employees state that harmonious relationships with colleagues and the ability to survive at work provide a sense of comfort. In addition to economic factors and limited job opportunities outside the company, job satisfaction is also influenced by social and psychological aspects that make employees still feel positive about their work.

The findings of the study show that the higher job satisfaction, the better the psychological well-being. Job satisfaction reflects a positive evaluation of the job so that when employees feel comfortable, receive social support, and see their work as meaningful, they tend to have better psychological conditions. These positive feelings help employees cope with work pressure and carry out tasks more optimally.

These results are in line with research by Fanani et al. (2024), Abolnasser et al. (2023), Farhanna and Tatiyani (2022), Krisnauli et al. (2024), and Quynh Anh and Anh Dung (2022) which prove that job satisfaction improves psychological well-being. On the other hand, Hastuti and Kanto (2024) found that job satisfaction did not have a significant effect on psychological well-being in auditors. These differences indicate that job characteristics can affect the relationship between the two variables. Therefore, job satisfaction, especially those derived from social relationships and job meaning, is an important factor in improving employee psychological well-being.

The results of the analysis show that job satisfaction is not able to mediate the relationship between workload and psychological well-being, so the sixth hypothesis is rejected. Thus, workload does not have an indirect effect on psychological well-being through job satisfaction. These results are consistent with previous tests that showed that workload did not have a significant effect on both job satisfaction and psychological well-being, so the mediation pathway was not significantly formed.

Descriptive analysis shows that workload is in the high category, while job satisfaction and psychological well-being are in the medium category. These findings show that high workload does not automatically reduce job satisfaction or employee psychological conditions. This indicates that there are other factors that are more dominant in shaping these two variables.

The explanation of these results is supported by the theory of Kinicki (2021) which states that job satisfaction is influenced not only by job characteristics, but also by the fulfillment of needs, value achievement, organizational fairness, and individual characteristics. In this study, the high indicators of task significance and relationships between colleagues showed that employees still found meaning in their work while receiving good social support. This condition allows job satisfaction to remain at a moderate level even though the perceived workload is relatively high. Thus, job satisfaction does not play a mediator in the relationship between workload and psychological well-being, because there are other factors that are more influential in shaping these two variables.

According to Ryff (2015), psychological well-being is influenced by various factors, such as age, gender, life experience, and an individual's ability to manage the environment and find meaning in life. The results showed that the purpose in life dimension obtained the highest score compared to other psychological well-being dimensions. These findings show that despite the high demands of work, employees still have clear life goals so that psychological well-being conditions are maintained. Thus, psychological well-being is not only influenced by job satisfaction, but also by personal factors outside of the research model.

The findings are reinforced by the results of observations and interviews that show that employees still choose to stay because they feel comfortable enough to work. Good relationships with colleagues, economic needs, and limited employment opportunities outside the company are the main reasons they keep their jobs. This condition indicates that job satisfaction is more influenced by social and economic factors than workload. As a result, the indirect influence of workload on psychological well-being through job satisfaction has not been proven to be significant.

Based on these results, it can be concluded that job satisfaction does not function as a mediator in the relationship between

workload and psychological well-being. Theoretically, these findings suggest that the relationship between workload, job satisfaction, and psychological well-being does not necessarily form a significant mediating pathway. This confirms that both constructs are influenced by various other factors so that changes in workload do not automatically affect psychological well-being through job satisfaction.

The results of statistical analysis showed that job satisfaction was able to mediate the relationship between organizational justice and psychological well-being, so the seventh hypothesis was accepted. These findings show that the perception of fairness in organizations not only has a direct influence on psychological well-being, but also increases job satisfaction which in turn has an impact on improving psychological well-being. These results are consistent with previous hypothesis testing that shows a positive influence of organizational justice on job satisfaction and psychological well-being.

These findings are in line with the theory of organizational justice which explains that the perception of fairness in the distribution of results, the decision-making process, and interaction with superiors forms a positive attitude towards work. This perception increases job satisfaction, which in turn contributes to better psychological well-being. This explanation is also supported by the theory of job satisfaction from Kinicki (2021), which states that job satisfaction is influenced by equity factors. In this study, treatment that is considered fair according to employee contributions increases job satisfaction and ultimately supports the formation of psychological well-being (Kinicki, 2021).

Descriptively, organizational justice, job satisfaction, and psychological well-being are in the medium category. Nevertheless, the perception of fairness is still able to increase job satisfaction which further contributes to the psychological well-being of employees. At the indicator level, the interactional justice aspect received the highest score, which shows that interpersonal relationships, effective communication, and the attitude of superiors who respect employees are the most perceived forms of justice. This experience encourages increased job satisfaction and has a positive impact on psychological well-being.

The results of the interviews also strengthened these findings. Employees said that the treatment of their superiors, good communication, and the clarity of the work system affect their comfort at work. When treated fairly, employees feel more satisfied, valued, and comfortable so that they are able to maintain a better psychological state. Thus, job satisfaction plays a role as a mechanism that bridges the influence of organizational justice on psychological well-being.

Overall, this study confirms that job satisfaction is an effective mediator in the relationship between organizational justice and psychological well-being. The higher the perception of fairness felt by employees, the higher the job satisfaction that is formed, so that psychological well-being also increases. These findings reinforce the view that job satisfaction is a psychological mechanism that explains how organizational justice affects the psychological well-being of employees.

The practical implications of the research show that companies need to continue to strengthen organizational justice practices, especially in the aspect of interactional justice. Efforts such as building open communication, providing respectful treatment to employees, and communicating information clearly and consistently can increase job satisfaction. The increase in job satisfaction will ultimately have a positive impact on the overall psychological well-being of employees.

Conclusion

The results of the study showed that the workload had no effect on psychological well-being or employee job satisfaction. This condition indicates that employees have been able to adjust to the demands of work so that workload is not the main factor that determines these two variables. On the contrary, organizational justice has been proven to have a positive influence on psychological well-being and job satisfaction. The higher the level of fairness that employees feel, the greater the sense of value, equal treatment, and trust in the organization, which ultimately increases their job satisfaction and psychological well-being.

This study also proves that job satisfaction has a positive effect on psychological well-being, so employees who feel more satisfied with their work tend to have better psychological conditions. However, job satisfaction is not able to mediate the relationship between workload and psychological well-being, so the influence of workload is thought to be influenced by other factors outside the research model. In contrast, job satisfaction has been shown to mediate the relationship between organizational justice and psychological well-being, which shows that the application of organizational justice not only has a direct influence on the psychological well-being of employees, but also indirectly through increased job satisfaction.

Based on the findings of the study, companies are advised to improve the implementation of organizational justice through a system of reward sharing, performance appraisals, and work procedures that are more fair, transparent, and consistent. Improving the quality of communication between superiors and employees, providing constructive feedback, and mutual respect also need to be strengthened because they contribute to increasing job satisfaction and psychological well-being. In addition, an evaluation of the performance appraisal system needs to be carried out so that it is not only oriented to sales targets, but also considers discipline, teamwork, and quality of work. Companies also need to review the stock taking mechanism, especially regarding accountability for stock differences, by clarifying procedures, increasing recording transparency, and considering operational factors before assigning responsibilities to employees. In addition, the distribution of workload, working hours, and working environment conditions still need to be considered to prevent fatigue in the long term, although workload has not been shown to have a significant effect. Other efforts that can be made are to create a comfortable work environment, strengthen relationships between employees, and provide non-financial appreciation as a form of appreciation for employee performance.

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