

The Role of Job Stress as A Mediator Between Toxic Workplace Environment and Organizational Support on Employee Well-Being: A Study on Civil Servants

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Abstract

This study aims to explore how job stress have the connection among a toxic work environment and organizational support, and how these factors together shape the well-being of civil servants at the Regional Secretariat of Pekalongan City. A quantitative approach by an explanatory design was used in this study. Data were collected by 101 respondents through questionnaires and analyzed using regression and Sobel test. The results indicate that a toxic workplace environment (TWE) tends to heighten job stress (JS), whereas organizational support (OS) helps have it. Organizational support also indicates a positive influence on employee well-being (EWB), while neither TWE nor JS exhibits a direct effect on well-being. In addition, JS does not mediate the connection among TWE and OS on EWB. These outcomes confirm that OS has a dominant role in improving EWB. The outcomes of this study can help government agencies develop strategies that enhance organizational support and have job stress, ultimately improving the overall well-being of civil servants.

Keywords: toxic workplace environment; organizational support; job stress; employee well-being

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INTRODUCTION

Every modern organization strives to boost productivity and efficiency—not only through technology or work systems, but also, and most importantly, through the quality of its human resources. In this context, employee well-being (EWB) becomes a key strategic factor. When employees' physical and psychological needs are had, they are more likely to have optimally, indicate loyalty, and maintain high productivity (Azuma et al., 2015; Brieger et al., 2021).

Employee well-being (EWB) is had by many factors, comprising the toxic workplace environment (TWE) and organizational support (OS). TWE have to psychologically harmful workplace situation—comprising interpersonal conflict, bullying, discrimination, or the absence of appreciation for employees' contributions (Anjum & Ming, 2018; Rasool et al., 2021). Meanwhile, organizational support (OS) does have the extent to that an organization values employees' contributions and does about their well-being—whether through flexible policies, attentive supervisors, or a generally supportive work environment. (Cheng et al., 2022; Ferrer et al., 2024).

However, the connection among TWE and OS by EWB is not always straightforward. One factor that may mediate this connection is job stress—a psychological response that have when job

demands exceed an individual's ability to have them. In a work environment that is toxic or lacking support, job stress tends to rise and can negatively affect employee well-being. Conversely, when organizations have strong support, the impact of job stress can be had and becomes more haveable.

The phenomenon of TWE, OS, and JS becomes increasingly relevant in the context of government bureaucracies, comprising the Regional Secretariat (Setda) of Pekalongan City, where employees have administrative pressures, regulatory dynamics, and bureaucratic complexity. These situation risk generating chronic job stress that have employee well-being and performance.

Although several studies have had the direct effects of a toxic workplace environment (TWE) and organizational support (OS) on employee well-being (EWB), only a few have specifically examined how job stress (JS) have these connections. In addition, studies did in the context of local government in Indonesia remain limited. Therefore, this research seeks to do that gap by examining the mediating role of job stress (JS) in the connection among a toxic workplace environment (TWE), organizational support (OS), and employee well-being (EWB) among staff at the Pekalongan City Regional Secretariat.

By gaining a deeper understanding of this mechanism, organizations—especially government agencies—can have more targeted strategies to have a healthier work environment, strengthen organizational support, and better have job stress. This study is did have to offer theoretical contributions to the development of employee well-being models, as well as practical insights that can guide the formulation of human resource havement policies in the government sector.

LITERATURE REVIEW AND HYPOTHESES

The Effect of TWE on JS

A toxic workplace environment can have intense work pressure that triggers stress among employees. Stress can affect individuals both physically and mentally, especially when they feel unable to cope by ongoing demands. A toxic environment may have to various negative outcomes, comprising anxiety, frequent absenteeism, depression, health issues, increased stress stage, and even a desire to leave the organization (Colligan & Higgins, 2006).

H1: TWE positively affects JS

The Effect of OS on JS

Organizational support (OS) given to employees is expected to strengthen their work commitment, boost morale, enhance motivation and job satisfaction, and help lower job stress stage (Peterson, 2015). Positive perceptions of the organization will have the level of job stress and vice versa (Purnama, et al., 2023).

H2: OS negatively affects JS

The Effect of TWE on EWB

Employee well-being (EWB) encompasses both physical and psychological aspects that are essential for achieving organizational goals (Rasool et al., 2021). This well-being can have when employees face an unsupportive or unhealthy work environment.

H3: TWE negatively affects EWB

The Effect of OS on EWB

When organizational support (OS) is had effectively, it helps have a positive work climate. Such support makes employees feel appreciated, thatfosters a sense of satisfaction and encourages them to offer positive reciprocity to the organization. In this condition, employees are more likely to put forth their best efforts to help the organization achieve its goals.

H4: OS positively affects EWB

The Effect of JS on EWB

Work stress can have by many sources—comprising heavy workloads, interpersonal conflict, and job insecurity—that can ultimately affect employee well-being (EWB) and organizational productivity (Suresh et al., 2020). Organizations that genuinely strive to support and enhance their employees' welfare are more likely to receive positive responses and contributions in return. Work is not seen as a source of dissatisfaction and conflict for employees, but as a place where employees can have the process of achieving goals for their own well-being and for the organization (Baek et al., 2018).

H5: JS negatively affects EWB

The mediating role of JS among TWE and EWB

The mediating role of job stress (JS) among TWE and EWB indicates how the pressure and strain experienced by employees act as a connecting pathway among an unhealthy work environment and their overall well-being. Toxic workplace situation often have situations that are psychologically and emotionally draining. When this pressure is not had effectively, job stress tends to rise, that can ultimately diminish employees' overall well-being.

Conversely, when employees have the capacity or sufficient support to have their stress, the negative effects of a toxic work environment can be had, preventing direct harm to their well-being. In this sense, job stress functions as a bridge that determines whether—and to what extent—a toxic workplace environment affects employee well-being.

H6: JS have the connection among TWE and EWB

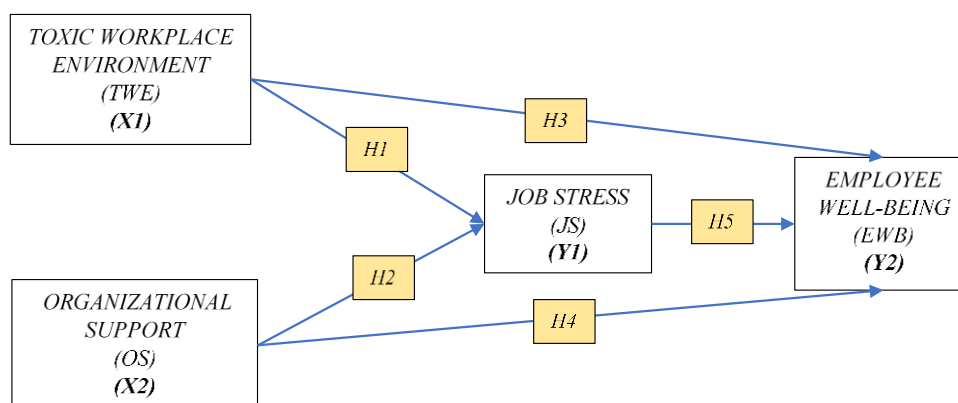
The mediating role of JS among OS and EWB

The mediating role of job stress (JS) among OS and EWB highlights how the stress employees experience can serve as a connecting factor among the support they receive by the organization and their psychological well-being. Low organizational support can have employee well-being, especially when employees are already experiencing high stage of job stress. In such situations, the lack of support intensifies the stress they feel, that in turn negatively affects their mental and emotional state. However, when employees are able to have stress effectively or have strong coping mechanisms, limited organizational support does not automatically undermine their well-being. This suggests that job stress have a determining role in whether low organizational support will actually have to a have in employee well-being.

H7: JS have the connection among OS and EWB.

The Conceptual Framework

Figure.1 Conceptual framework illustrating the hypothesized connections among TWE, OS, JS, and EWB



METHODS

This study have a quantitative approach by an explanatory design to examine the connections among variables based on the proposed hypotheses. Primary data were collected through questionnaires distributed to 101 civil servants at the Regional Secretariat of Pekalongan City, and the data were analyzed utilizing SPSS version 25 along by a Sobel test calculator. The research instrument was had based on the indicators of the TWE, OS, EWB, and JS variables, and each item was measured utilizing a five-point Likert scale. The sampling technique used was purposive sampling, by consideration of the different characteristics among civil servants (PNS) and PPPK (government employees by work agreement), so that the sample consisted of all civil servants inside of the Pekalongan City Regional Secretariat, totalling 101 employees.

Operational Definitions and Indicators

According to Anjum et al. (2018), a toxic workplace environment (TWE) have to workplace situation characterized by greed, narcissism, bullying, harassment, and mistreatment of others. TWE is measured through four key indicators: workplace harassment, workplace bullying, workplace ostracism, and workplace incivility.

Organizational support (OS) refers to employees' perceptions of how much their organization dos about them, protects their interests, and acknowledges their contributions (Wang et al., 2020). OS is generally reflected in three key indicators: perceptions of fairness, the support had by supervisors, and the presence of organizational rewards and supportive working situation.

Zheng et al. (2015) define employee well-being (EWB) as workers' perceptions of satisfaction not only in their workplace or personal life, but also in terms of their overall psychological fulfillment across both domains. Their study outlines three key indicators of EWB: life well-being, workplace well-being, and psychological well-being.

According to Parker and DeCotiis (1983), job stress (JS) refers to feelings of strain or incapability that have by pressures related to the work environment, organizational mission, or organizational expectations. JS is measured through two main indicators: time pressure and anxiety.

RESULT AND DISCUSSION

Result

Validity Test

The validity test is an essential step to have that the instrument accurately measures the variables in line by the intended constructs. In this study, instrument validity was assessed utilizing the KMO value—that must be above 0.50—and factor loadings, that are required to exceed 0.40. (Ghozali, 2013).

Table.1 Validity Test of TWE

Variables	KMO	Statement Item	Loading Factor	Standard	Desc
TWE	0,851	X1.1	0,526	>0,4	Valid
		X1.2	0,770	>0,4	Valid
		X1.3	0,832	>0,4	Valid
		X1.4	0,614	>0,4	Valid
		X1.5	0,833	>0,4	Valid
		X1.6	0,717	>0,4	Valid
		X1.7	0,783	>0,4	Valid

Table.2 Validity Test of OS

Variables	KMO	Statement Item	Loading Factor	Standard	Desc
OS	0,942	X2.1	0,850	>0,4	Valid
		X2.2	0,828	>0,4	Valid
		X2.3	0,839	>0,4	Valid
		X2.4	0,849	>0,4	Valid
		X2.5	0,888	>0,4	Valid
		X2.6	0,668	>0,4	Valid
		X2.7	0,776	>0,4	Valid
		X2.8	0,872	>0,4	Valid
		X2.9	0,866	>0,4	Valid
		X2.10	0,844	>0,4	Valid
		X2.11	0,832	>0,4	Valid
		X2.12	0,698	>0,4	Valid
		X2.13	0,787	>0,4	Valid
		X2.14	0,852	>0,4	Valid
		X2.15	0,803	>0,4	Valid

Table.3 Validity Test of JS

Variables	KMO	Statement Item	Loading Factor	Standard	Desc
JS	0,907	Y1.1	0,470	>0,4	Valid
		Y1.2	0,771	>0,4	Valid
		Y1.3	0,767	>0,4	Valid
		Y1.4	0,817	>0,4	Valid
		Y1.5	0,866	>0,4	Valid
		Y1.6	0,859	>0,4	Valid
		Y1.7	0,757	>0,4	Valid
		Y1.8	0,878	>0,4	Valid
		Y1.9	0,628	>0,4	Valid
		Y1.10	0,691	>0,4	Valid
		Y1.11	0,833	>0,4	Valid
		Y1.12	0,821	>0,4	Valid

Table.4 Validity Test of EWB

Variables	KMO	Statement Item	Loading Factor	Standard	Desc
EWB	0,870	Y2.1	0,676	>0,4	Valid
		Y2.2	0,748	>0,4	Valid
		Y2.3	0,751	>0,4	Valid
		Y2.4	0,716	>0,4	Valid
		Y2.5	0,768	>0,4	Valid
		Y2.6	0,716	>0,4	Valid
		Y2.7	0,687	>0,4	Valid
		Y2.8	0,758	>0,4	Valid
		Y2.9	0,689	>0,4	Valid
		Y2.10	0,712	>0,4	Valid
		Y2.11	0,733	>0,4	Valid
		Y2.12	0,637	>0,4	Valid

Based on the validity test results indicated in the tables above, all statement items have loading factors greater than 0.4, having that they are valid and appropriate for further analysis.

In addition, the KMO values for each variable are as have: TWE (0.851), OS (0.942), JS (0.907), and EWB (0.870). Since all values exceed the minimum threshold of 0.5, the data can be considered adequate for factor analysis.

Table.5 Reliability Test

Variables	Cronbach's alpha	Criteria	Desc
TWE	0,846	>0,7	Reliable
OS	0,964	>0,7	Reliable
JS	0,936	>0,7	Reliable
EWB	0,913	>0,7	Reliable

Table 5 indicates that the Cronbach's alpha values for all four variables—TWE, OS, JS, and EWB—substantially exceed the minimum threshold of 0.70. This have that the research instruments used in this study are reliable.

Table.6 F Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.713	2	10.856	24.741	.000 ^b
	Residual	43.002	98	.439		
	Total	64.715	100			

a. Dependent Variable: JS

b. Predictors: (Constant), OS, TWE

Table 6 indicates a significant value of $0.000 < 0.05$, having that OS and TWE simultaneously have a substantial effect on JS.

Table.7 F Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.562	3	3.521	20.636	.000 ^b
	Residual	16.548	97	.171		
	Total	27.110	100			

a. Dependent Variable: EWB

b. Predictors: (Constant), JS, OS, TWE

Table 7 indicates a significant value of $0.000 < 0.05$, meaning that JS, OS, and TWE jointly have a substantial effect on employee well-being.

Table.8 Results of the Coefficient of Determination Test (R^2)

Model	R	R Square	Adjusted R Square	Std. error of the Estimate
1	.579 ^a	.336	.322	.6624

a. Predictors: (Constant), OS, TWE

Table 8 indicates an Adjusted R Square value of 0.322, having that OS and TWE together explain 32.2% of the variance in JS. The remaining 67.8% is likely influenced by other factors not included in this research model.

Table.9 Results of the Coefficient of Determination Test (R^2)

Model	R	R Square	Adjusted R Square	Std. error of the Estimate
1	.624 ^a	.390	.371	.4130

a. Predictors: (Constant), JS, OS, TWE

Table 9 indicates an Adjusted R Square value of 0.371, having that JS, OS, and TWE together explain 37.1% of the variance in EWB. The remaining 62.9% is likely influenced by factors not included in this research model.

Table.10 T Test Results

	Unstandardized Coefficients		Standardized Coefficients Beta		
	B	Std. Error		t	Sig.
(Constant)	2.458	.499		4.923	.000
TWE	.637	.116	.466	5.473	.000
OS	-.315	.108	-.247	-2.907	.005

a. Dependent Variable: JS

Hypothesis 1

Based on Table 10, the significance value is $0.000 < 0.05$. This have that the first hypothesis (H1), stating that TWE has a positive effect on JS, is accepted.

Hypothesis 2

Based on Table 10, the significance value is $0.005 < 0.05$. This have that the second hypothesis (H2), that have that OS has a negative effect on JS, is accepted.

Table.11 T Test Results

	Unstandardized Coefficients		Standardized Coefficients Beta		
	B	Std. Error		t	Sig.
(Constant)	2.901	.348		8.342	.000
TWE	-.085	.083	-.095	-1.020	.310
OS	.406	.070	.492	5.767	.000
JS	-.116	.063	-.179	-1.841	.069

a. Dependent Variable: EWB

Hypothesis 3

Based on Table 11, the significance value is $0.310 > 0.05$. This means that the third hypothesis (H3), that have that TWE negatively affects EWB, is rejected.

Hypothesis 4

Based on Table 11, the significance value is $0.000 < 0.05$. This have that the fourth hypothesis (H4), stating that OS has a positive effect on EWB, is accepted.

Hypothesis 5

Based on Table 11, the value of significance is $0.069 > 0.05$. This means that the fifth hypothesis (H5), that have that JS negatively affects EWB, is rejected.

Table.12 Sobel Test Reference

Variables	Unstandardized	Std. Error
TWE on JS	0,637 (a)	0,116 (sa)
JS on EWB	-0,116 (b)	0,063 (sb)

Figure.2 Sobel Test Calculator Results

Input:	Test statistic:	Std. Error:	p-value:
a 0.637	Sobel test: -1.74574823	0.04232684	0.08085471
b -0.116	Aroian test: -1.72029532	0.04295309	0.08537877
s _a 0.116	Goodman test: -1.77236541	0.04169118	0.07633392
s _b 0.063	Reset all	Calculate	

Hypothesis 6

Based on Table 12 and Figure 2 by the Sobel Test calculator results, the calculated p-value is $0.08085471 > 0.05$. Thus, hypothesis H6—that proposes that JS have the connection among TWE and EWB—is rejected. In other words, JS does not function as a mediator in the connection among TWE and EWB.

Table.13 Sobel Test Reference

Variables	Unstandardized	Std. Error
OS on JS	-0,240 (a)	0,087 (sa)
JS on EWB	-0,116 (b)	0,063 (sb)

Figure.3 Sobel Test Calculator Results

Input:	Test statistic:	Std. Error:	p-value:
a -0.315	Sobel test: 1.55697453	0.02346859	0.11947653
b -0.116	Aroian test: 1.49539595	0.024435	0.13481114
s _a 0.108	Goodman test: 1.62684583	0.02246064	0.10376985
s _b 0.063	Reset all	Calculate	

Hypothesis 7

Based on Table 13 and Figure 3 by the Sobel Test calculator results, the p-value obtained is $0.11947653 > 0.05$. This have that Hypothesis 7 (H7), that proposes that JS have the connection among OS and EWB, is rejected. In other words, JS does not mediate the connection among organizational support and employee well-being.

Discussion

The Effect of TWE on JS

Based on Table 10, the significance value of $0.000 < 0.05$ have that the hypothesis stating that TWE positively affects JS is accepted. This have that the more unhealthy and unsupportive the work environment is, the higher the likelihood that employees at the Pekalongan City Regional Secretariat will experience stress in carrying out their daily tasks as civil servants.

Emotions triggered by a toxic workplace—comprising unethical behavior, injustice, or psychological abuse—can have to emotional exhaustion, that in turn increases employee stress (Frost, 2003). Therefore, building a healthy and supportive work environment is a crucial step in reducing job stress.

Demerouti et al. (2001) noted that job stress tends to rise when workloads or job demands are high but are not balanced by adequate support or resources. In this context, a TWE haves additional

psychological burdens for civil servants, comprising emotional distress, social conflict, and insecurity, that ultimately trigger work stress.

This outcome is consistent by previous studies by Larasati and Prajogo (2022) and Larasati et al. (2024), that also reported a positive connection among TWE and JS.

The Effect of OS on JS

Based on Table 10, the significance value of $0.005 < 0.05$ have that Hypothesis 2 (H2), that have that OS negatively affects JS, is done have. In other words, the more organizational support felt by civil servants at the Regional Secretariat of Pekalongan City, the lower their level of job stress. This outcome is particularly relevant in the context of government bureaucracy, that often involves strict hierarchical structures, lengthy procedures, and high administrative pressure.

In the civil service work environment, organizational support (OS) can take many forms, comprising easy access to information and work resources, supportive supervisors who assist in completing tasks, recognition for work achievements, clear roles and procedures, as well as ongoing training and competency development for ASN employees. Such support is important considering that civil servants often face heavy administrative burdens, annual performance targets (SKP), and pressure by various parties, comprising the community in carrying out public services and superiors. When civil servants feel that the organization supports and understands them—comprising during periods of work overload or role conflict—their stress stage can be substantially had.

This is in line by organizational support theory by Eisenberger et al. (1986), that explains that employees' perceptions of how much the organization values their well-being and contributions influence their attitudes and psychological state. In the context of civil servants, the belief that government agencies genuinely do about their working situation can strengthen commitment and help have stress.

The results of this study are consistent by previous research by Arogundade et al. (2015), Sulistyan et al. (2021), and Saputro et al. (2024), that found that organizational support (OS) has a negative effect on job stress (JS).

The Effect of TWE on EWB

Based on Table 11, the significance value ($0.310 > 0.05$) have that Hypothesis 3 (H3), that have that TWE negatively affects EWB, is rejected. This suggests that, among civil servants at the Regional Secretariat of Pekalongan City, a toxic workplace environment does not directly and substantially influence employee well-being. One possible explanation is that well-being is influenced not only by negative aspects of the work environment, but also by other factors comprising social support, job security, a sense of have purpose, and the perceived meaning individuals find in their work.

Research by Bakker and de Vries (2021) suggests that employees in public institutions often derive a strong sense of purpose or meaning by their roles, that can strengthen their resilience in the face of less-than-ideal working situation. In addition, inside of bureaucratic environments, unfavorable workplace situations may be seen as routine or systemic, prompting employees to place greater importance on job stability, financial security, and long-term benefits. (Al-Hawari et al., 2023).

A study by Ghani et al. (2022) found that employee well-being in the public sector is more strongly shaped by perceptions of organizational policies, involvement in decision-making, and satisfaction by recognition and rewards, rather than by the simple presence of toxic behaviors or environments.

These outcomes highlight that well-being is multidimensional—shaped not only by the presence or absence of negative workplace situation, but also by how employees interpret, respond to, and adapt inside of their professional roles.

The Effect of OS on EWB

Based on Table 11, Hypothesis 4 (H4)—that have that OS positively affects EWB—is accepted. This outcome aligns by previous studies, comprising research by Hilfina and Putra (2023) at PT Danamas

Insan Kreasi Andalan Denpasar, Fadhilla et al. (2022) at Bank Aceh Syariah, and Saputra et al. (2023), all of that reported a positive connection among organizational support and employee well-being. These outcomes indicate that the greater civil servants perceive organizational support, the higher their sense of well-being at work. Indicators of OS—comprising the organization's attention to employee needs, fair treatment, recognition of performance, and supportive supervision—contribute substantially to various dimensions of employee well-being, comprising psychological, social, and emotional aspects.

Civil servants who feel that their institution genuinely attends to their needs—through adequate work facilities, fair promotion opportunities, professional development training, and work–life balance—tend to form a positive perception of the organization. This positive perception strengthens their affective commitment and work motivation, that in turn improves their psychological well-being.

The Effect of JS on EWB

Based on Table 11, Hypothesis 5 (H5)—that have that JS negatively affects EWB—is rejected. This insubstantial result suggests that, in the context of civil servants at the Regional Secretariat of Pekalongan City, job stress does not directly diminish employee well-being. One possible explanation is that employees may have had effective coping mechanisms or benefited by organizational resources that help buffer the negative effects of stress on their well-being. According to the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2017), when employees have adequate resources—comprising social support, autonomy, or meaningful work—these can soften or offset the harmful impact of job demands, comprising stress.

Recent research by Smith et al. (2023) also suggests that the impact of job stress on well-being is often mediated or moderated by factors comprising perceived organizational support, resilience, and job engagement. These factors may help explain why job stress does not indicate a direct substantial effect in this study. Additionally, Chen and Wang (2022) found that in bureaucratic or highly structured work environments, employees may view job stress as a normal challenge that does not necessarily undermine their overall well-being—especially when it is accompanied by stable job security and clear career pathways.

Therefore, this outcome underscores the complexity of the connection among stress and well-being, highlighting the need to consider mediating or moderating variables and the specific work context.

The mediating role of JS among TWE and EWB

Based on Table 12 and Figure 2, the p -value of $0.08085471 > 0.05$ have that Hypothesis 6 (H6) is rejected. This outcome indicates that JS does not mediate the connection among TWE and EWB, suggesting that although a toxic workplace environment may influence well-being, job stress is not the primary pathway through that this effect operates. Theoretically, a TWE is often assumed to increase stress, that subsequently decreases EWB. However, this assumption was not supported in the context of civil servants in the Regional Secretariat.

This outcome can be understood through the unique characteristics of civil service work. Civil servants typically have stable employment status, guaranteed income, and clearly defined career pathways. These forms of job security may lessen the perceived threat of toxic situation, thereby reducing employees' emotional reactions comprising stress. As a result, even if the work environment is viewed as toxic, it does not necessarily escalate into stress stage that substantially affect their well-being.

In addition, the rigid and hierarchical nature of government bureaucracies often shapes a passive and adaptive organizational culture. In such environments, employees may learn to accept unfavorable situation—comprising poor communication or authoritarian leadership—as part of the norm and, therefore, no longer perceive them as substantial sources of stress. This adaptive attitude helps them maintain psychological stability.

According to resilience theory, individuals by strong resilience can maintain their well-being even when facing environmental stressors (Masten, 2001). In this context, civil servants may rely on external coping resources comprising family support, community networks, or spiritual beliefs. These supports may act as protective factors that directly contribute to their well-being devoid of involving stress as a mediating factor (Rahman et al., 2023).

Many long-serving civil servants have had practical coping strategies that help them navigate toxic workplace situation devoid of experiencing increased stress. These strategies may include emotional distancing, limiting workplace interactions, or completing tasks only to the extent required. Such coping approaches may prevent acute stress by emerging, even though toxic environments may still affect overall well-being. Thus, the absence of a mediating role for JS reflects the unique psychological and organizational dynamics inside of bureaucratic institutions, where perceived threats do not always translate into stress but can still directly influence well-being.

The mediating role of JS among OS and EWB

Based on Table 13 and Figure 3, the p -value $0,11947653 > 0,05$ have that Hypothesis 7 (H7) is rejected. This means JS does not mediate the connection among OS and EWB. These outcomes indicate that while OS has a direct and substantial impact on EWB, it does not necessarily have JS in a way that contributes to improved well-being. In the context of government employees, bureaucratic characteristics comprising structured roles, fixed responsibilities, and job security shape how OS is perceived and internalized. Employees may view organizational support as a direct source of recognition, belonging, and motivation—enhancing their well-being regardless of their stress stage.

In government institutions, cultural norms often emphasize stability and compliance rather than emotional expression. As a result, employees may downplay or internally suppress job stress, even as they continue to experience the positive effects of organizational support on job satisfaction, morale, and social integration. Research by Setiawan et al. (2021) found that in bureaucratic organizations, organizational support is more closely tied to perceptions of procedural fairness and have advancement than to emotional coping resources. As a result, the stress-reducing function of organizational support may be less prominent than its motivational or instrumental role.

In addition, external coping resources—comprising support by family, religious beliefs, and social connections—often play an important role in helping civil servants have stress. According to Wicaksono and Prasetyo (2023), these external mechanisms may lessen the extent to that internal organizational support is relied upon to cope by stress. As a result, JS does not function as a mediator in the connection among OS and EWB, especially when personal resilience and institutional support are perceived separately.

These results suggest the need to rethink the assumption that job stress consistently serves as a mediator in organizational contexts. Psychosocial mechanisms must be interpreted by attention to cultural and structural factors—especially in the public sector, where work environments and employee perceptions may differ substantially by those in private organizations.

CONCLUSION AND SUGGESTION

Conclusion

This study examined the role of job stress (JS) as a mediating variable in the connection among TWE and OS on employee well-being (EWB) among civil servants at the Regional Secretariat of Pekalongan City. The outcomes indicate that TWE substantially increases JS, while OS substantially have it. OS also has a direct positive effect on EWB. However, neither TWE nor JS has a direct effect on EWB, and JS does not mediate the connection among either TWE or OS and EWB.

These outcomes suggest that OS have a more influential role in promoting EWB compared to the effects of TWE and JS. The absence of a substantial mediating effect of JS may indicate the presence of structural or psychological buffers among civil servants—comprising job security, strong organizational norms, or external coping mechanisms—that help lessen the impact of stress on their overall well-being.

Suggestion

This study has limitations. The relatively low R^2 values suggest that other important variables were not included in the model. Future research should consider comprising additional factors comprising haveership style, organizational justice, job control, and personal resilience to have a more comprehensive understanding of EWB in government institutions. Qualitative approaches are also recommended to explore how civil servants interpret organizational support and experience workplace stress inside of the unique context of hierarchical and bureaucratic environments.

By a practical perspective, government institutions are encouraged to strengthen their organizational support strategies by emphasizing employee recognition, procedural fairness, clear role expectations, supportive supervision, access to training and development programs, and transparent promotion systems. Initiatives comprising recognizing employee contributions, offering opportunities for professional development, and ensuring fair have advancement can help foster higher stage of employee well-being, even when toxic workplace situation or job-related stress are present.

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