

**EMPLOYEE'S WELL-BEING AND JOB PERFORMANCE  
A CASE STUDY IN GOVERNMENT-AFFILIATED ENTITIES**



**Rozie Zurfi Chandra<sup>1</sup>**  
University of Riau Kepulauan, Batam, Indonesia  
[roziezurfichandra@gmail.com](mailto:roziezurfichandra@gmail.com)

**Ramon Zamora<sup>2</sup>**  
University of Riau Kepulauan, Batam, Indonesia  
[ramon@fekon.unrika.ac.id](mailto:ramon@fekon.unrika.ac.id)

**Lukmanul Hakim<sup>3</sup>**  
University of Riau Kepulauan, Batam, Indonesia  
[lukmann14@gmail.com](mailto:lukmann14@gmail.com)

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**Abstract**

Before and under COVID-19, government-affiliated firms kept Indonesia's economy stable and under control. Indonesia and other countries have been struck hard by COVID-19, which has accelerated governmental and commercial sector digitisation. In the face of the pandemic's rapid digitalisation, SOEs must expand and improve to accomplish their goals. This research will examine how technostress, perceived organisational support (POS), total reward systems (TRS), and work-life balance (WLB) affect job performance through employee well-being. State-owned enterprise personnel will be studied. This quantitative study examines the dependent variable's direct and indirect impacts using Structural Equation Modelling (SEM). The majority of research participants are from 263 government-affiliated entities. The study found that employee well-being modulates the association between perceived organisational support and work performance. The results demonstrate that SOEs must involve all generations, especially millennials and Gen Z, to improve job performance. The paper states that employee well-being is the complete mediator between the factors and job performance. Organisations should continually encourage employees and make them feel valued. This is crucial for Generation Y and Z, who will run the company.

**Keywords:** Employee Well-Being, Job Performance, Perceived Organizational Support, Technostress, Total Reward Systems, Work-Life Balance

## INTRODUCTION

Pre- and post-COVID-19 Indonesian presence is mandatory for government-affiliated entities (Kementrian BUMN, 2023). The reason behind this is that they guarantee control and stability in the economy. Worldwide, digitalisation efforts have been hastened by the pandemic, compelling state-owned companies (SOEs) to adapt and reform to meet the needs of the digital age, according to Deloitte and the Organisation for Economic Cooperation and Development (2020). Significant developments influence the reorganisation of SOEs, according to Sun et al. (2022). Enterprises held by the state are vital to national economies. Erick Thohir, the Minister of Government-affiliated Entities, has made reforming SOEs a top priority. According to Liputan (6, 2022) and Medcom (2023), the objective of this reform is to update operations so that they can satisfy the performance standards of the digital age.

To achieve qualitative development and maintain a healthy business competition in this ever-changing environment, state-owned firms (SOEs) must optimise performance, efficiency, and innovation. The factors influencing the happiness and productivity of workers in SOEs must be thoroughly investigated. When it comes to the effects on SOE productivity on the job, this research looks at four factors: technostress, perceived organisational support, work-life balance, and incentive systems. Additional consideration is given to general incentive schemes. Organisational performance, which is the sum of individual performances, can be enhanced through the attainment of organisational goals. On the other hand, the organization's performance can suffer if poor relationships are present when goals are being implemented. Job success factors have been the subject of a great deal of research. Some of the aspects that can contribute to this are technostress, work-life balance, perceived organisational support (POS), and total reward systems (TRS) from work (Singh et al., 2022; Spagnoli et al., 2020).

Changes in work habits and digitalisation efforts necessitate adjustments from Indonesian SOEs. Anxiety and health problems caused by technostress, or overuse of technology, are common. A study conducted in 2020 by Spagnoli et al. found that employees who use digital tools frequently report higher levels of stress, exhaustion, and decreased productivity on the job. Reducing technological stress and helping employees prioritise their mental health should be a priority for state-owned firms (SOEs).

The mental and emotional health of their employees is an obligation of the employer. Perceived organisational support (POS) is defined by Karim et al. (2019) as the degree to which an employee feels their employer values and appreciates their work. When workers believe their company has their backs, they will feel more secure in their work environment and their responsibilities. Companies that make their employees feel appreciated and cared for tend to have happier and more productive workers (Wojtkowska et al., 2017; Jeong & Kim, 2022; Zhang et al., 2022). In order to boost staff happiness and health, SOEs should make POS-enhancing cultures a top priority.

Workstyle shifts brought forth by digital transformation necessitate new incentives and rewards for employees. In order to achieve their objectives and make their staff feel appreciated, state-owned enterprises (SOEs) should make the development of complete reward systems a top priority. According to Tarigan et al. (2022), employees are impacted

by a total reward system (TRS). Gbande claims that total reward systems (TRS) boost morale and output from workers (2016).

Diverse approaches to work have emerged as a result of the COVID-19 pandemic and the digital revolution. Nowadays, it's impossible to separate your personal and professional lives; in fact, working from home is a need. Employees also value a work-life balance. (Hoque and Rahim, 2022) When it comes to staff development, SOEs can help their employees excel in all areas.

Having said that, according to Boulet and Parent-Lamarche (2022), Lee et al. (2021), and Peccei and Van De Voorde (2019), employee happiness leads to better performance. Subjective well-being, a measure of health and enjoyment, influences job performance in both mainland and Taiwanese workers, according to Lee et al. (2021). Their relationship provided the basis for this action. A lifelong feeling of contentment, health, and enjoyment, particularly at work, is defined as employee well-being by Juchnowicz and Kinowska (2021). Workplace wellness is of the utmost importance. Employee health and happiness boosts dedication, contentment at work, and productivity (Peccei and Van De Voorde, 2019).

Lastly, it is critical for the success and well-being of employees that Indonesian state-owned enterprises (SOEs) implement efficient human resource management methods during their digital transition and subsequent business reforms. Tech stress, perceived organisational support, work-life balance, and total reward systems are some of the ways that sovereign wealth enterprises (SOEs) might improve innovation, efficiency, and longevity. Managerial expertise is still inadequate to interact with millennials because they have more sensitive psychological constructions, larger interest expectations, and future-focused worries (Wang et al., 2022). The generational divide between millennials and Gen Xers in the workforce began with this. There is a lack of research on technostress and other variables that can have a negative effect on millennials' behaviour, as pointed out by Yu et al. (2022). But new studies are highlighting the favourable effects of work-life balance and wellness on millennial conduct. The purpose of this research is to find out whether different generations have different understandings of the factors that influence the happiness and efficiency of workers at government-affiliated businesses (BUMN). To better assist organisations in reaching their objectives, we utilise this data to enhance training, retention, and recruiting of digital workforces. Several factors may influence the employment performance of employees at state-owned companies. Some examples include technological stress, workplace assistance, reward programs, and work-life balance. Through the lens of employee well-being, this study investigates this connection.

Every part of developing a hypothesis is covered in the following literature review. What follows is an explanation of the quantitative approach taken in this study in the section titled "Technique." A summary of the hypothesis testing follows the results and discussion. In the section labelled "Conclusions," the study summarises its results, implications, limitations, and suggestions for further research.

## REVIEW OF LITERATURE

### **Technostress, Perceived Organizational Support, Total Reward Systems, Work-Life Balance, and Job Performance**

Over the course of the past decade, a number of research have directed their attention towards the phenomenon of technostress. These studies include those conducted by Harunavamwe and Ward (2022), Singh and colleagues (2022), Spagnoli and colleagues (2020), Tarafdar and colleagues (2015), and Stich and colleagues (2021). According to Tarafdar et al. (2011), stress takes place most frequently when there is a mismatch between an individual's capabilities, the demands that come from the outside world, and the capabilities that they possess. As a result of the significance of comprehending the effects that technostress has on productivity (Tarafdar et al., 2019) and work performance in relation to technology (Cahapay & Bangoc II, 2021; Day et al., 2012; Saidy et al., 2022; Tarafdar et al., 2015), a significant amount of research has been conducted in organisational settings.

#### **H1: Technostress has a negative effect on job performance.**

The findings of Eisenberger et al. (1986) indicate that employees have a higher level of perceived organisational support when they have the perception that their company values their contribution and is concerned about their health. In the research that Karim and colleagues conducted in 2019, they defined perceived organisational support as the belief that an individual has that an organisation genuinely cares about their well-being and appreciates the efforts that they put forth. Several research (Jeong & Kim, 2022; Zhang et al., 2022) have shown that the effect of perceived organisational support on the work performance of an organisation has been proven.

#### **H2: Perceived Organizational Support has a positive effect on job performance.**

According to Armstrong (2014), a total reward system is a technique of rewarding workers that encompasses all aspects of the compensation process. Through the use of a combination of monetary and non-monetary awards, this method seeks to accomplish the goals of motivating employees, retaining them, and enhancing their performance. In the grand scheme of things, recognition and incentive programs have the potential to be more effective when they are implemented with a structure that is well-rounded. (Rai et al., 2019; Tarigan et al., 2022; Sari & Waskito, 2025) Research has shown that overall incentive schemes have a greater influence on both individuals and organisations than individual incentive approaches do. According to the findings of Tarigan et al. (2022), the introduction of the comprehensive incentives system had a beneficial impact on the outcomes of the model.

#### **H3: Total reward systems have a positive effect on job performance.**

In accordance with the findings of Abdulrahman et al. (2020), it is imperative for businesses to ensure that their employees are provided with adequate time to fulfil their professional and family obligations. According to Fisher-McAuley et al. (2003), work-life balance is defined as the efforts that an individual makes to maintain a healthy equilibrium between their many duties during their lifetime. According to the findings of Hoque et al. (2022), employees who have a healthy balance between their work and personal lives perform better in their jobs. The authors Rahim et al. (2022) acknowledge that a work-family

culture has a favourable impact on the performance of employees while they are on the job. This is a part of work-life balance.

**H4: Work-life balance has a positive effect on job performance.**

**Technostress, Perceived Organizational Support, Total Reward Systems, Work-Life Balance, and Employee Well-being**

When an individual is forced to utilise technology at work that is viewed as being overly complicated or stressful, this can have a negative impact on their health (Day et al., 2012). Techno-complexity and technostress are two terms that are utilised to describe this phenomenon. According to previous research (Tarafdar & Stich, 2021; Korzynski et al., 2021; Afifi et al., 2018; Singh et al., 2022) a higher level of technostress is linked to an increased risk of psychological tension, anxiety, low self-esteem, psychological responses to impairment and fatigue, and a decline in overall mental health. There is also a correlation between a higher level of technostress and reduced levels of overall mental health.

**H5a: Technostress has a negative effect on employee well-being.**

A study conducted by Wojtkowska et al. (2017) found that the amount of support that employees feel they receive from their organisation has a significant impact on their emotional health and sense of well-being. According to a number of studies, including those conducted by Harunavamwe and Ward (2022), Karim et al. (2019), and Wojtkowska et al. (2017), the psychological well-being of employees is one of the characteristics that is not related to work that benefits from the perception of support from the company. Researchers Eisenberger et al. (1997) found that when employees feel valued and supported by their employers, it has a positive impact on both their morale and their productivity.

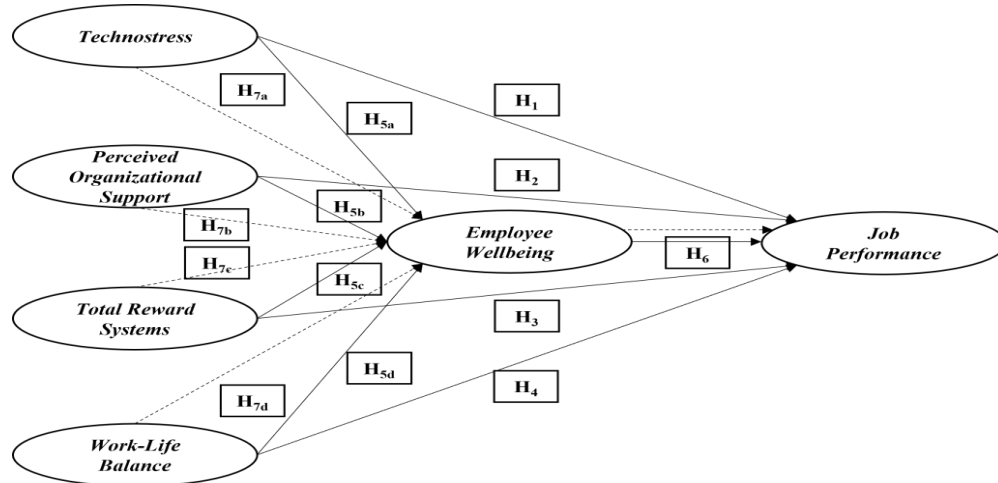
**H5b: Perceived Organizational Support has a positive effect on employee well-being.**

According to the empirical evidence, the complete compensation system is an excellent method for motivating workers to increase their productivity when it comes to increasing their output. On the other hand, Gbande (2016) discovered that overall incentive systems have an impact on the level of enjoyment that employees experience while they are working and are essential for increasing productivity. It has been found that full incentive systems lead to an increase in the level of happiness experienced by workers (Gbande, 2016).

**H5c: Total reward systems have a positive effect on employee well-being.**

Work-life balance is one of the most important factors that should be taken into consideration by human resource management in organisations, as stated by Abdulrahman et al. (2020). A number of studies (Harunavamwe & Ward, 2022; Irfan et al., 2023; Ivasciuc et al., 2022) have demonstrated that a healthy work-life balance has an impact on the level of happiness experienced by workers. Among the three characteristics that have a strong direct association with the rise of flourishing in the workplace, also known as employee well-being, according to study conducted by Harunavamwe and Ward (2022), work-life balance is one of the components that has a strong direct correlation.

**H5d: Work-life balance has a positive effect on employee well-being.**



### Employee Well-being and Job Performance

According to Juchnowicz and Kinowska (2021), the well-being of employees is comprised of a number of characteristics, including life expectancy, economic disparity, and environmental factors. Peccei and Van De Voorde (2019) highlight previous research that demonstrates a positive association between employee well-being and HRM, welfare, and organisational success. This relationship is favoured by the organisation. According to Boulet and Parent-Lamarche (2022), Lee et al. (2021), and Peccei and Van De Voorde (2019), one of the four criteria that was discussed before that is extremely significant for enhancing job performance is the well-being of the employees. Performance is legally defined as the value of all employee behaviours that might either favourably or negatively affect the attainment of organisational goals, according to Colquitt et al. (2019). This is what they mean when they claim that performance is legally defined as such. According to Thevanes and Mangaleswaran (2018), in order for businesses to achieve their goals, see their vision, and fulfil their mission, as well as gain a competitive advantage, they require employees that consistently offer high-performance results.

#### **H6: Employee well-being has a positive effect on job performance. Employee Well-being as Mediation**

Employee well-being is known to be influenced by a variety of factors, including technostress, perceived organisational support, total reward systems, work-life balance, and total reward systems (Gbande, 2016; Singh et al., 2022; Spagnoli et al., 2020; Harunavamwe & Ward, 2022; Wojtkowska et al., 2017). These factors are known to have a positive impact on job performance. In light of this, the purpose of this study is to evaluate the ways in which job performance is indirectly influenced by factors such as perceived organisational support, work-life balance, and overall incentive systems, with employee well-being serving as an intermediary variable.

#### **H7a: Technostress has a negative indirect effect on job performance mediated by employee well-being.**

**H7b: Perceived organizational support has a positive indirect effect on job performance mediated by employee well-being.**

**H7c: Total reward systems have a positive indirect effect on job performance mediated by employee well-being.**

**H7d: Work-life balance has a positive indirect effect on job performance mediated by employee well-being.**

## **RESEARCH METHOD**

This study used a quantitative research strategy and verification procedures to look at the effects of independent variables on the dependent variable, both directly and indirectly. Factors influencing job performance and employee well-being among SOE workers include technostress, perceived organisational support, overall reward systems, and the ability to strike a work-life balance. In order to delve into these outcomes, this inquiry employs a verification procedure.

### **Sampling Technique and Samples**

The researchers in this study used a non-probability sampling technique called purposive sampling, which is a kind of judgement sampling. Participants in the study are chosen by the researcher according to predetermined criteria. Participants in this survey must have been with their current or former SOE employer in JABODETABEK for a minimum of one year in order to be eligible. The purpose of this is to make sure that the people that fill out the survey are accurate reflections of the present demographic and have a good grasp of how the business is running right now.

There are four key types of minimum sample sizes identified by Hair et al. (2019). Models falling into this category have seven or fewer discernible constructs and a simple commonality of at least 0.5. Each of these categories describes these models. A minimum of 150 participants is recommended for such models. The current evaluation will examine 263 responder samples based on the number of samples reported by Hair et al. (2019)..

### **Data Collection**

Researchers first ask people who have expressed interest in taking part in the study to fill out a survey before they start collecting data. One purpose of the survey is to get people to be as honest as possible when they fill it out. Research equipment was used by Tarafdar et al. (2007) to measure technostress. One way to look at technostress is along five different dimensions. There are five factors to consider when it comes to technology: complexity, overload, insecurity, invasion, and unpredictability. This research tool is assessed in these dimensions.

Individuals' perceptions of the assistance they receive from their businesses will be measured using the eight-item Perceived Organisational assistance Survey (SPOS), which will be utilised in this study. To gauge POS dedication, researchers created the 36-item Perceived Organisational Support Survey (SPOS). The reasoning behind this was because POS is seen as a precursor to organisational commitment, according to Eisenberger et al. (1986). Research equipment will be utilised by Hareendrakumar et al. (2021) to measure the overall reward systems variable. The study instrument will be evaluated based on three criteria. Reward, recognition, and benefits are going to be the determining factors here. Their

study focused on the eleven parts that make up the overall question indicators (Hareendrakumar et al., 2021). The researcher employed the questionnaires created by Hayman (2005) to assess the degree of workplace harmony. The goal of the psychometric instrument that Hayman (2005) created was to assess the work-life balance in companies. There were a total of fifteen questions on the work-life interference (WIPL), personal life interference with work (PLIW), and work-life enhancement (WIPL) aspects that formed its evaluation.

Seligman (2011) states that in order to gauge the degree of happiness felt by workers, one may use the PERMA model, which consists of five indicators. A stands for achievements, P for good emotions, E for engagement, R for positive relationships, and M for mean. These are the signs that were mentioned. In order to gather fifteen distinct items for the questionnaire, the researchers in this study will employ the PERMA model, which was developed by Butler and Kern (2016). The purpose of the Individual Work Roles assessment is to measure how well employees of SOEs do their tasks. The assessment consists of nine questions. Griffin et al. (2007) formulated these enquiries. The effectiveness with which workers complete their job responsibilities will constitute the basis for their performance reviews.

### **Data Analysis**

This study used structural equation modelling (SEM) methods to look at how state-owned enterprise (SOE) workers' job performance was affected by factors like technostress, perceived organisational support, total reward systems, work-life balance, and employee well-being. Specifically, we wanted to know if the independent variables affected the dependent variable directly or indirectly, so we set out to find out. To accomplish its aims of producing correct calculation results and processing data more quickly, this study used the Lisrel 8.80 calculation tool. For this descriptive study, we used SPSS.

Following the conclusion of the SEM study, further investigation will be carried out utilising the K- independent samples different test. We were able to examine possible generational differences in work-life balance, perceived organisational support, overall incentive systems, technological stress, and other areas by using K-independent samples. The results of the study will reveal whether different generations have the same, comparable, or distinct viewpoints.

## **RESULTS AND DISCUSSION**

The following industries were represented by the respondents: telecommunications and media (85–32.23 percent of the total), finance (19.01 percent), energy, oil and gas (31–11.79 percent), plantation and forestry (30–11.41 percent), and other (67–25.48 percent). The largest group of responders, according to the data, consisted of 128 people from Generation Y (1981–1994). There were 50 members of Generation X (1981–1994) and 85 members of Generation Z (1995–2010).

To further assure the selected model was suitable for future research, its goodness of fit was measured. There were good absolute fit indices in the structural model fit test, such as RMSEA 0.067 (RMSEA 0,07) and SRMR 0.068 (SRMR 0,08). These indexes are really accurate. Furthermore, it is beneficial to have incremental fit indices (NFI, RFI, CDI, and IFI) that score higher than 0.94 (Hair et al., 2019). All indicators had values higher than their

marginal values, suggesting a solid structural model match, according to the model fit research. Each one is 0.96, then 0.96 again, and finally 0.98. Numerous latent variables in the structural model are strongly related, enabling a conclusion to be drawn from them.

**Table 1**  
**Structural Model Fit Test**

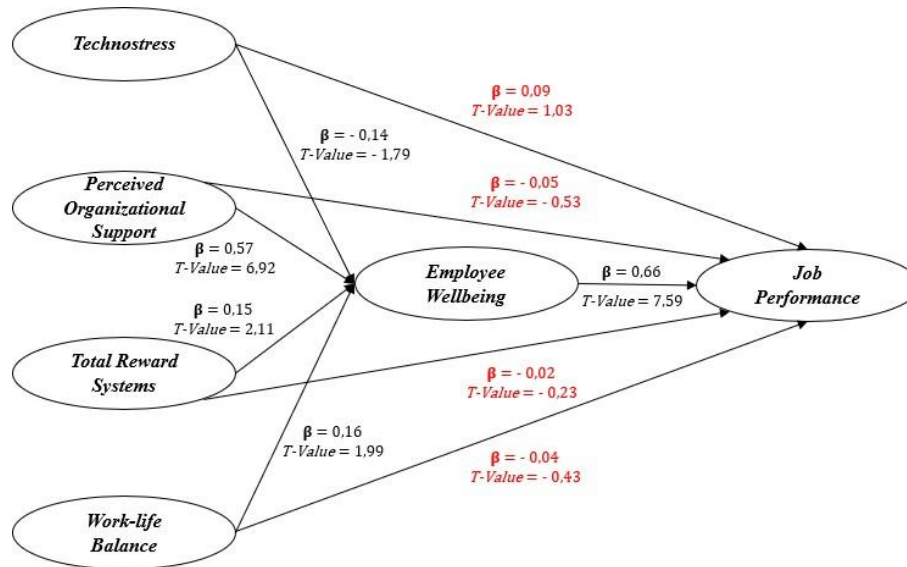
Goodness of Fit Indicator	Cut-off Value Goodness of Fit	Value	Conclusion
Absolute Fit Indices			
GFI	GFI > 0,9	0,84	Marginal Fit
RMSEA	RMSEA < 0,07	0,063	Good Fit
SRMR	SRMR ≤ 0,08	0,068	Good Fit
Incremental Fit Indices			
NFI	NFI > 0,94	0,96	Good Fit
NNFI	NNFI > 0,94	0,98	Good Fit
RFI	RFI > 0,94	0,96	Good Fit
CFI	CFI > 0,94	0,98	Good Fit
IFI	IFI > 0,94	0,98	Good Fit

**Table 2**  
**Convergent Validity Testing Result**

Variable	Item	SLF	Error	Validity Test	CR ≥ 0,7	AVE ≥ 0,5	Reliability Test
Technostress	TSComp	0,52	0,73	Valid	0,8334	0,5655	Reliable
	TSEver	0,89	0,21	Valid			
	TSIns	0,68	0,54	Valid			
	TSInv	0,86	0,26	Valid			
	POS1	0,86	0,25	Valid			
Perceived Organizational Support	POS2	0,90	0,18	Valid	0,9165	0,6503	Reliable
	POS3	0,88	0,22	Valid			
	POS4	0,83	0,32	Valid			
	POS5	0,63	0,60	Valid			
	POS6	0,69	0,52	Valid			
	TRSC	0,94	0,13	Valid			

Total Reward Systems	TRSB	0,96	0,07	Valid	0,9332	0,8238	Reliable
	TRSR	0,82	0,33	Valid			
Work-Life Balance	WIPL	0,92	0,16	Valid	0,8010	0,6717	Reliable
	PLIW	0,71	0,50	Valid			
	EWP	0,83	0,31	Valid			
	EWE	0,82	0,33	Valid			
Employee Well-Being	EWR	0,89	0,21	Valid	0,9469	0,7816	Reliable
	EWM	0,94	0,11	Valid			
	EWA	0,93	0,13	Valid			
	JP1	0,87	0,25	Valid			
Job Performance	JP2	0,85	0,28	Valid	0,9597	0,7069	Reliable
	JP3	0,86	0,26	Valid			
	JP4	0,86	0,26	Valid			
	JP5	0,85	0,28	Valid			
	JP6	0,90	0,19	Valid			
	JP7	0,90	0,19	Valid			
	JP8	0,81	0,35	Valid			
	JP9	0,77	0,41	Valid			

Standardized loading factors (SLF) were derived from the developed model to evaluate its concept validity. It was required that the constructs have SLF values of 0.5 or above before they could move on to the next round of research. Two convergent validity metrics were used to assess the measurement model's dependability. The variables in question were construct reliability (CR) and average variance extracted (AVE), both of which needed to be at least 0.7 and 0.5, respectively (Hair et al., 2019). Construct validity, which includes reliability and validity, was used to assess the re-specified measurement model. You may find the study's results in Table 2 (below).



**Figure 2.**  
**Structural Model Path Diagram**

The study hypothesis will be tested by calculating the t-value and the p-value, which are statistical tests for significance. The results of the structural model analysis will form the basis of this review. We will compare the t-table value—approximately 1,645—with the acceptance rate of the study hypothesis—defined as a t-value that is either greater than 1,645 or less than or equal to -1,645. We shall dismiss the theory in the event that the t-value takes a different direction. We can use this data to check if the relationship between latent variables has a statistically significant impact. When the p-value is less than or equal to 0.05, we can accept the null hypothesis and ignore any other possible values. A latent variable is said to be influencing other latent variables in a negative way if the t-value is negative. When a negative t-value is found, something happens. However, the converse is true when the t-value is positive; this indicates that the above statement is not accurate.

Figure 2 and Table 3 show that the structural model analysis found no significant impact of the independent factors on job performance. These variables include work-life balance, perceived organizational support, technological stress, and overall reward systems. The results of the analysis support this conclusion. Considering the t-value and p-value results, it is very evident that this does not follow the commonly accepted norms. The mediator variable, technostress, has a substantial effect on employee well-being, according to a path coefficient of -0.14 (t-value = -1.79 and p-value = 0.0372). This information was derived from a study of the correlation between the two factors. Since this is the case, it's not unreasonable to think that professionals' health suffers as a result of technostress.

Both companies and employees benefit when there is a good work-life balance, a feeling of organizational support, and comprehensive incentive schemes. The sequential path coefficients for these three components are 0.57 (t-value = 6.93 and p-value = 0.0000), 0.15 (t-value = 2.11 and p-value = 0.0178), and 0.16 (t-value = 1.99 and p-value = 0.0000). The first factor has a p-value of 0.0000 and a t-value of 6.93. As we can see from the positive t-values and path coefficients, factors like work-life balance, overall incentive systems, and

perceived organizational support all contribute to employees' happiness. The concept of work-life balance is likewise well-researched.

Furthermore, employee well-being is a moderator among the several elements that impact job performance, and it has a substantial impact on performance on the job. A p-value of 0.00000 and a t-value of 7.59 are presented. With a p-value of 0.00000, the path coefficient has a value of 0.66. It follows that employees' well-being and contentment have a beneficial effect on their productivity at work. In Table 4, we can see that when we look at the relationship between job performance and technological stress, perceived organizational support, overall incentive systems, and work-life balance, we discover that employee well-being fully modifies the effect. Upon closer inspection of the table's data, this is indeed the case. Therefore, the impact of technological stress, perceived organizational support, overall incentive systems, and work-life balance on job performance might be mediated by individuals' well-being.

**Table 3**  
**Research Hypothesis Analysis**

H	Path	Path Coefficient	t-value	p-value	Conclusion
H <sub>1</sub>	Technostress → Job Performance	0,09	1,03	0,1519	Positive & Statistically Not Significant
H <sub>2</sub>	Perceived Organizational Support → Job Performance	-0,05	-0,53	0,2982	Negative & Statistically Not Significant
H <sub>3</sub>	Total Reward Systems → Job Performance	-0,02	-0,23	0,4091	Negative & Statistically Not Significant
H <sub>4</sub>	Work-Life Balance → Job Performance	-0,04	-0,43	0,3337	Negative & Statistically Not Significant
H <sub>5a</sub>	Technostress → Employee Well-Being	-0,14	-1,79	0,0372	Negative & Statistically Significant
H <sub>5b</sub>	Perceived Organizational Support → Employee Well-Being	0,57	6,92	0,0000	Positive & Statistically Significant
H <sub>5c</sub>	Total Reward Systems → Employee Well-Being	0,15	2,11	0,0178	Positive & Statistically Significant
H <sub>5d</sub>	Work-Life Balance → Employee Well-Being	0,16	1,99	0,0237	Positive & Statistically Significant
H <sub>6</sub>	Employee Well-being → Job Performance	0,66	7,59	0,0000	Positive & Statistically Significant

Using the total impact variable technique proposed by Hair et al. (2019), we will estimate the overall influence of factors on job performance, including work-life balance, perceived organizational support, total reward systems, and technostress. First, we find the indirect influence on mediation by adding up the route coefficients of the independent variable (A) and the mediating variable (B). Because of this, we can find out the impact on mediation that is indirect. In terms of occupational performance, the following independent variables have path coefficient values that impact the dependent variable: technostress, perceived organizational support, work-life balance, and overall reward systems. You can see the route coefficient values of the independent variables below, and in Table 4 you can see the results of the indirect influence in this study.

**Table 4**  
**Mediating Effects of Employee Well-Being**

H	Path	ath A	Path B	Indirect Effect	Conclusion
H <sub>7a</sub>	Technostress → Employee Well-being → Job Performance	-0,14	0,66	-0,0924	Full Mediation
H <sub>7b</sub>	Perceived Organizational Support → Employee Well-being → Job Performance	0,57	0,66	0,3762	Full Mediation
H <sub>7c</sub>	Total Reward Systems → Employee Well-being → Job Performance	0,15	0,66	0,0990	Full Mediation
H <sub>7d</sub>	Work-Life Balance → Employee Well-being → Job Performance	0,16	0,66	0,1056	Full Mediation

By summing the direct and indirect impacts of each factor, we can determine the overall impact on job performance caused by factors like technology stress, perceived organizational support, total incentive systems, and work-life balance. Table 5 shows that out of all the elements that affected job performance, the most important one was the perceived amount of organizational support. Consequently, it's reasonable to assume that SOE employees' perceptions of organizational support are the most important latent variable in boosting their productivity.

**Table 5**  
**Total Effect of Independent Variables on Dependent Variables**

Variable	Direct Effect	Indirect Effect	Total Effect
Technostress	0,09	-0,0924	-0,0024
Perceived Organizational Support	-0,05	0,3762	0,3262
Total Reward Systems	-0,02	0,0990	0,0790
Work-Life Balance	-0,04	0,1056	0,0656

**Discussions**

The COVID-19 epidemic and the subsequent digital transition have led to a rise in mixed work arrangements. Employees may become overly reliant on technology as a result of these agreements, which allow them to use it for both business and personal purposes.

When people rely on technology too much, it can lead to technostress. Researchers have shown that technostress negatively impacts job performance (Cahapay & Bangoc II, 2021; Day et al., 2012; Saidy, 2022; Tarafdar, 2015). This study did not find that effect. According to the research, technostress has no effect on productivity in the workplace. The researchers were taken aback by the positive route coefficients, which indicated that technological stress really improved work performance. A few studies found that technostress was beneficial (Aziz et al., 2023; Maipita et al., 2023; Tarafdar, 2019), while others found no such effect. Other research have found different results. Researchers concluded that SOE workers may be able to control technostress and improve productivity. People need to be more inventive, innovative, and productive to keep up with the work habits and unique technology applications of the millennial and Gen Z generations.

The structural model analysis indicated that there was no direct relationship between job performance and work-life balance, perceived organizational support, or incentive systems; all three variables had negative path coefficients. This finding is supported by previous research (Alshaabani et al., 2021; Liu et al., 2019; Sameer, 2022; Li et al., 2023; Gaikwad, 2021; Isa & Indrayati, 2023), which found that perceived organizational support, total reward systems, and work-life balance did not have a significant effect with negative path coefficients. According to the results, workers are more likely to engage in non-work-related activities or delay when they feel supported by their employer. It could have an impact on how well they do. Members of Generation Z who work for government-affiliated enterprises frequently complain about low morale and pay, as well as a general lack of respect for their individual worth.

The structural model analysis found that technostress has a statistically negative effect on employee well-being. Excessive screen time may have negative effects on the mental health of workers, according to research by Tarafdar and Stich (2021) and Singh et al. (2022). The significance of treating technostress in the workplace is emphasized by these study findings. Businesses may help mitigate the negative impact of technostress on mental health by finding a balance in technology use and providing people with the assistance they need. The effects of technostress on workers' health in the dynamic digital era of SOEs are better understood according to this study.

The structural analysis found that employees' well-being is impacted by their perception of organizational support, particularly in state-owned firms. According to the research, there is a favourable correlation between organizational support and non-work related variables, such as psychological health and life happiness. Previous research has shown a positive correlation between these two characteristics, and our results corroborate that. In terms of interpersonal dynamics at work, this research lends credence to the social exchange theory. Karam et al. (2019) found that workers are more invested in their work and more likely to go above and beyond when they feel appreciated and supported by their superiors and the organization. It is emphasized that organizations should do more to encourage employee wellness. In order to guarantee appropriate support, leaders and supervisors must take part. By reducing technology-related stress and ensuring technical support, we can help foster work-life balance and lessen the impact of stress on individuals. Assuming they complete their work on time, employees might benefit from more flexible work schedules.

Research shows that total reward systems are good for workers' health. Total reward programs increase employee happiness and productivity, according to research (Gbande, 2016; Hulkko-Nyman et al., 2014; Salleh, 2020). The study's findings suggest that, generally, incentive structures need to change to reflect the new norms of work brought about by digital revolution. Improving employee well-being requires rewards that are both suitable and relevant. The success of both the company and its employees might be enhanced by a more all-encompassing program of rewards and recognition that incorporates both monetary and non-monetary elements.

Recognizing the need of work-life balance to boost employee well-being is crucial for firms in today's fast-paced, more flexible workplace. Increased output is a direct result of happier and healthier workers who are able to strike a good work-life balance. This study found that work-life balance significantly affects employee happiness. This lends credence to research on the positive effects of a good work-life balance on employee health and satisfaction (Harunavamwe & Ward, 2022; Irfan et al., 2023; Ivasciuc, 2022). In order to make the workplace more pleasant for everyone, HR professionals should make work-life balance a top priority.

As a mediating variable, this study discovered that employee well-being positively increases job performance. Productivity increases when employees are happy and healthy. Previous research has shown a correlation between happy workers and more output from their employers (Boulet & Parent-Lamarche, 2022; Lee et al., 2021; Peccei & Van De Voorde, 2019). Workplace positivity is essential for success in today's complicated jobs, according to this study. Given the high expectations and constant change in the workplace, it also sheds light on the connection between employee happiness and productivity. Physical health, interpersonal relationships, and job happiness are all aspects of employee well-being that companies can focus in order to boost performance. Programs that promote health and work-life balance are good for both the business and its workers.

According to this study, employees' job performance can be influenced by technological stress, perceived organizational support, work-life balance, and reward systems. Employee happiness acts as a mediator between the two. The level of contentment felt by employees has a direct correlation to their output on the job. Perceived organizational support was highest among Generation X, according to the K-independent samples difference test. Workers in the Plantation and Forestry sector report the lowest levels of job satisfaction when compared to workers in other sectors. When companies invest in their employees, it shows in their happiness and productivity on the work. This is especially the case in low-income workplaces.

## CONCLUSION

The secret to a happy and productive workforce is a topic that interests many academics. Millennials' distinct interests and psychological sensitivity are occasionally disregarded in real-world management experiences (Wang et al., 2022; Zhou & Qian, 2021). Because of this, the chasm between these workers' generation and the next has grown wider. A key independent variable that influences job performance, perceived organizational support differs between generations. The members of Generation X, who were born between 1965 and 1980, claim to have had more organizational backing than their predecessors. This

conclusion highlights the importance of having a supportive workplace, showing appreciation to employees, and prioritizing their well-being. This is especially important for Generations Y and Z because they have a good chance of inheriting the company. Adapting strategies to meet the needs and expectations of different generations is essential for businesses in today's diverse workplace.

Implementing innovative and long-term human resource strategies that align with the organization's goals can help government-affiliated entities optimize employee performance and company efficiency. What makes workers happy and productive in state-owned firms is the focus of this study. According to studies using structural equation modelling, contentedness in one's work mediates the connection between the parameters under investigation and productivity on the job. According to surveys measuring employee happiness and health, the factor that most affected productivity on the job was having a supportive boss. The welfare of employees depends on the organization's ability to improve its assistance. Managers and executives should provide hands-on support to their employees. Improving work-life balance and reducing technological stress can increase employee performance. To that end, it would be helpful to lessen the burden of technology and increase access to technical support.

To further understand the perspectives of the Y and Z generations on the elements influencing employee happiness and output on the workplace, additional data is required for this research. Future research could follow in the footsteps of Tarafdar et al. (2019) and investigate the ways in which coping response mechanisms mitigate technostress, the mental strain caused by an individual's heavy reliance on technology. To further explore the connection between job success and employee well-being, future studies could investigate demographic and socioeconomic factors, educational gaps, and latent variables such as self-efficacy, emotional intelligence, and psychological maturity.

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