

# The Relationship Between Work Stress, Supervisor Support, Mindfulness, and Employee Well-Being on Job Performance Outcomes

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## Abstract

This study examines the relationship between work stress, supervisor support, mindfulness, employee well-being, and job performance outcomes. Drawing on the Job Demands–Resources (JD-R) framework, this research investigates how work stress as a job demand and supervisor support and mindfulness as organizational and personal resources influence employee well-being and performance. A quantitative approach was employed using a cross-sectional survey design, with data collected from 250 employees across various sectors. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that work stress has a significant negative effect on both employee well-being and job performance. In contrast, supervisor support and mindfulness show significant positive effects on well-being and performance. Furthermore, employee well-being significantly influences job performance and serves as a key mediating variable in the relationships between work stress, supervisor support, mindfulness, and performance outcomes. These findings highlight the importance of reducing workplace stress while enhancing organizational support and individual mindfulness practices to improve employee well-being and productivity. The study contributes to the literature by integrating job demands, organizational resources, and personal resources into a comprehensive model, offering practical implications for organizations aiming to achieve sustainable performance through employee well-being.

**Keywords:** Work Stress; Supervisor Support; Mindfulness; Employee Well-Being; Job Performance; JD-R Model; Organizational Behavior; Employee Performance.

## 1. Introduction

In today's dynamic and highly competitive work environment, organizations increasingly recognize that employee well-being is a critical determinant of organizational success and sustainability. Rapid technological advancement, high job demands, and evolving work structures have intensified workplace pressures, leading to rising levels of work stress among employees. Work stress, defined as the psychological and physiological response to job-related demands that exceed an individual's coping capacity, has been widely associated with adverse outcomes such as burnout, reduced productivity, and diminished job performance. Empirical evidence consistently shows that excessive work stress negatively impacts employee performance by impairing concentration, decision-making, and motivation. As organizations strive to enhance performance outcomes, understanding the mechanisms through which stress influences employee behavior has become an essential research focus.



Employee well-being has emerged as a central construct in organizational research due to its strong link to both individual and organizational outcomes. Employee well-being encompasses psychological, emotional, and physical health, reflecting the overall quality of employees' experiences at work. Recent studies highlight that employees with higher levels of well-being demonstrate greater engagement, improved productivity, and stronger organizational commitment. Conversely, poor well-being is associated with absenteeism, low job satisfaction, and reduced performance effectiveness. As a result, organizations are shifting from a reactive approach—focused on minimizing negative outcomes—to a proactive approach that emphasizes fostering employee flourishing and resilience in the workplace.

One of the most widely used theoretical frameworks to explain the relationship between job demands, resources, and employee outcomes is the Job Demands–Resources (JD-R) model. This model posits that employee well-being and performance are influenced by the balance between job demands (e.g., workload, time pressure, stress) and job resources (e.g., support, autonomy, personal capabilities). High job demands tend to deplete employees' energy and lead to strain, whereas job resources play a buffering role by enhancing motivation and reducing the negative impact of stress. Within this framework, work stress is considered a critical job demand that can undermine employee well-being and performance if not adequately managed.

Supervisor support represents a key organizational resource that can mitigate the detrimental effects of work stress. Supervisor support refers to the extent to which employees perceive their supervisors as providing guidance, assistance, and emotional support in the workplace. Prior research suggests that supportive leadership can reduce stress levels, enhance employee morale, and improve performance outcomes. For instance, recent findings indicate that supervisory support can buffer the negative impact of workplace stress on employee performance by fostering a supportive work environment and enhancing employees' coping capabilities. Similarly, organizational support mechanisms, including teamwork and well-being policies, have been shown to reduce burnout and strengthen resilience among employees facing high levels of stress. These findings underscore the importance of managerial support as a critical resource within the JD-R framework.

In addition to external resources such as supervisor support, personal resources also play a vital role in shaping employee responses to workplace stress. One such personal resource that has gained significant attention in recent years is mindfulness. Mindfulness is defined as the ability to maintain awareness of the present moment in a non-judgmental and accepting manner. It enables individuals to regulate their emotions, manage stress effectively, and maintain psychological balance in demanding situations. Empirical studies demonstrate that mindfulness is associated with reduced stress levels, improved emotional regulation, and enhanced psychological well-being. Furthermore, mindfulness has been linked to increased job satisfaction, resilience, and work engagement, making it a valuable personal resource in organizational settings.

Recent research highlights the mediating role of stress in the relationship between mindfulness and employee outcomes. Mindfulness helps individuals reinterpret stressful situations, reducing perceived stress and its negative consequences. For example, studies show that employees with higher levels of mindfulness experience lower perceived stress, which in turn leads to improved well-being and reduced turnover intentions. This suggests that

mindfulness not only directly enhances well-being but also indirectly influences outcomes by mitigating stress. Moreover, mindfulness interventions have been found to improve productivity and overall work performance by fostering greater self-awareness and cognitive flexibility.

Despite the growing body of literature on work stress, supervisor support, mindfulness, and employee well-being, there remains a need for integrative research that examines these variables simultaneously within a unified framework. While previous studies have explored the individual effects of stress, support, and mindfulness, limited research has investigated how these factors interact to influence job performance outcomes. In particular, the combined role of supervisor support as an external resource and mindfulness as an internal resource in buffering the effects of stress and enhancing well-being has not been sufficiently examined in a single empirical model.

Furthermore, most existing studies have been conducted in Western contexts, leaving a gap in understanding how these relationships operate in non-Western settings. Cultural differences in work values, leadership styles, and coping mechanisms may influence how employees perceive stress, utilize support, and practice mindfulness. Therefore, examining these variables in diverse organizational contexts is essential to provide a more comprehensive understanding of employee behavior and performance.

Another important gap lies in understanding the indirect mechanisms through which employee well-being influences job performance. Emerging evidence suggests that employee well-being plays a mediating role in linking organizational factors to performance outcomes. For instance, well-being has been found to enhance job performance indirectly by improving employees' motivation, engagement, and overall psychological functioning. This indicates that improving employee well-being is not only beneficial for individual health but also for organizational effectiveness.

Given these considerations, this study aims to develop and test a comprehensive model that examines the relationships between work stress, supervisor support, mindfulness, employee well-being, and job performance outcomes. By integrating both job demands and resources, as well as personal and organizational factors, this research seeks to provide a more holistic understanding of the determinants of employee performance. The findings are expected to contribute to both theory and practice by offering insights into how organizations can design effective strategies to reduce stress, enhance well-being, and improve performance outcomes.

The objective of this study is to examine the relationship between work stress, supervisor support, mindfulness, and employee well-being in influencing job performance outcomes. Specifically, this research aims to analyze (1) the direct effect of work stress on employee well-being and job performance, (2) the role of supervisor support as a moderating or buffering factor in reducing the negative impact of work stress, (3) the influence of mindfulness as a personal resource in enhancing employee well-being and managing stress, and (4) the mediating role of employee well-being in the relationship between these variables and job performance outcomes. Through this approach, the study seeks to provide a comprehensive understanding of how organizational and individual factors interact to shape employee performance.

## 2. Literature Review and Hypothesis Development

### 2.1. Work Stress and Employee Well-Being

Work stress has become one of the most significant challenges in modern organizations, particularly due to increasing job demands, tight deadlines, and technological disruptions. Work stress refers to the psychological strain that arises when job demands exceed an individual's ability to cope effectively. According to recent studies, excessive work stress negatively affects employees' emotional stability, mental health, and overall well-being (He & Guo, 2025). Prolonged exposure to stress may lead to burnout, anxiety, and decreased life satisfaction, ultimately reducing employees' ability to function effectively in the workplace (Gunawan et al., 2025).

From the perspective of the Job Demands–Resources (JD-R) model, work stress is categorized as a job demand that consumes employees' physical and psychological energy, thereby impairing their well-being (Bakker & Demerouti, 2017). Empirical evidence suggests that high levels of stress are strongly associated with lower levels of employee well-being, as stressed employees are more likely to experience emotional exhaustion and disengagement (Varis et al., 2024). Furthermore, workplace stress has been linked to negative health outcomes, including sleep disturbances and reduced psychological resilience (Kawakami et al., 2023).

Based on these arguments, it can be hypothesized that:

**H1: Work stress hurts employee well-being.**

### 2.2. Work Stress and Job Performance

Work stress not only affects employees' well-being but also has a direct impact on job performance. High stress levels can impair cognitive functioning, reduce concentration, and hinder decision-making abilities, which are essential for effective performance. Research indicates that employees experiencing high stress are more likely to make errors, exhibit lower productivity, and demonstrate reduced task efficiency (Ramadhan, 2025).

Additionally, chronic stress may lead to burnout, which is characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment. Burnout significantly diminishes employees' motivation and commitment to their work, ultimately resulting in lower job performance (Saud & Rice, 2024). In contrast, employees who experience lower levels of stress are more likely to maintain high levels of energy and engagement, enabling them to perform their tasks more effectively.

Recent empirical findings also suggest that stress negatively influences both in-role and extra-role performance behaviors, including organizational citizenship behavior (Medina-Garrido et al., 2023). Therefore, managing work stress is essential for maintaining optimal employee performance.

Thus, the following hypothesis is proposed:

**H2: Work stress hurts job performance.**

### 2.3. Supervisor Support and Employee Well-Being

Supervisor support is widely recognized as a critical organizational resource that enhances employee well-being. It refers to the extent to which supervisors provide emotional, informational, and instrumental support to their subordinates. Supportive supervisors create a positive work environment that fosters trust, reduces stress, and enhances employees' sense of belonging (Ramadhan, 2025). According to the JD-R model, supervisor support functions as a

job resource that can buffer the negative effects of job demands, such as stress. Employees who perceive high levels of supervisor support are more likely to feel valued and supported, which contributes to improved psychological well-being (Saud & Rice, 2024).

Moreover, supportive leadership has been shown to enhance employees' coping mechanisms, enabling them to manage stress more effectively (Varis et al., 2024). Recent studies also indicate that supervisor support is positively associated with job satisfaction, engagement, and overall well-being (Judijanto, 2024). Employees who receive guidance and encouragement from their supervisors are more likely to experience positive emotions and maintain a healthy work-life balance. Therefore, the following hypothesis is proposed:

**H3: Supervisor support has a positive effect on employee well-being.**

#### **2.4. Supervisor Support and Job Performance**

In addition to its impact on well-being, supervisor support also plays a significant role in enhancing job performance. Supportive supervisors provide employees with the necessary resources, feedback, and motivation to perform their tasks effectively. This, in turn, improves employees' confidence and competence in their roles.

Empirical research demonstrates that supervisor support positively influences job performance by fostering a supportive and collaborative work environment (Ramadhan, 2025). Employees who receive consistent support from their supervisors are more likely to exhibit higher levels of commitment, engagement, and productivity (Saud & Rice, 2024). Furthermore, supervisor support has been found to enhance employees' intrinsic motivation, which is a key driver of performance outcomes.

Supervisor support also encourages knowledge sharing and teamwork, which are essential for achieving organizational goals. Employees who feel supported are more willing to go beyond their formal job responsibilities, contributing to improved organizational performance (Medina-Garrido et al., 2023).

Thus, the following hypothesis is formulated:

**H4: Supervisor support has a positive effect on job performance.**

#### **2.5. Mindfulness and Employee Well-Being**

Mindfulness has gained increasing attention as a personal resource that enhances employees' psychological well-being. Mindfulness refers to the ability to remain fully present and aware of one's thoughts, emotions, and experiences in a non-judgmental manner (Sentin et al., 2025). It enables individuals to regulate their emotions and cope effectively with stress.

Research indicates that mindfulness is strongly associated with improved well-being, as it helps individuals manage negative emotions and maintain psychological balance (Brown & Ryan, 2023). Employees with higher levels of mindfulness are less likely to experience stress and burnout, and more likely to experience positive emotions and life satisfaction (Lomas et al., 2022).

Moreover, mindfulness has been shown to enhance resilience, allowing employees to adapt to challenging work conditions and maintain their well-being (Glomb et al., 2023). Mindfulness-based interventions in the workplace have also been found to significantly improve employees' mental health and reduce stress levels (Allen et al., 2022).

Based on these findings, the following hypothesis is proposed:

**H5: Mindfulness has a positive effect on employee well-being.****2.6. Mindfulness and Job Performance**

Mindfulness not only enhances well-being but also contributes to improved job performance. By promoting focus, attention, and emotional regulation, mindfulness enables employees to perform their tasks more effectively. Employees who practice mindfulness are better able to concentrate on their work, make informed decisions, and respond to challenges calmly and rationally.

Recent studies suggest that mindfulness is positively associated with job performance, as it enhances cognitive functioning and reduces the negative impact of stress (Martinez-Montes et al., 2024). Additionally, mindfulness has been linked to increased work engagement and productivity, as mindful employees are more present and committed to their tasks (Romano et al., 2025).

Mindfulness also fosters creativity and problem-solving skills, which are essential for innovation and organizational success. Mindful employees are more likely to approach problems with an open mind and develop effective solutions.

Thus, the following hypothesis is formulated:

**H6: Mindfulness has a positive effect on job performance.****2.7. Employee Well-Being and Job Performance**

Employee well-being is a key determinant of job performance. Employees who experience high levels of well-being are more likely to be motivated, engaged, and productive. Well-being enhances employees' physical and mental energy, enabling them to perform their tasks efficiently and effectively.

Empirical evidence shows that employee well-being is positively related to job performance, as it improves focus, creativity, and decision-making abilities (Medina-Garrido et al., 2023). Additionally, well-being has been found to reduce absenteeism and turnover, contributing to organizational stability and performance (Varis et al., 2024).

From a theoretical perspective, well-being serves as a mediating mechanism through which job demands and resources influence performance outcomes. Employees with higher well-being are better equipped to cope with stress and utilize available resources, resulting in improved performance.

Therefore, the following hypothesis is proposed:

**H7: Employee well-being has a positive effect on job performance.****2.8. Mediating Role of Employee Well-Being**

Employee well-being is expected to mediate the relationship between work stress, supervisor support, mindfulness, and job performance. Work stress may negatively affect performance through reduced well-being, while supervisor support and mindfulness may enhance performance by improving well-being.

Recent studies highlight the mediating role of well-being in linking workplace factors to performance outcomes (Sentin et al., 2025). This suggests that improving employee well-being is essential for translating organizational and personal resources into better performance.

Thus, the final hypothesis is:

**H8: Employee well-being mediates the relationship between work stress, supervisor support, mindfulness, and job performance.**

### 3. Method

#### 3.1. Research Design

This study adopts a quantitative research approach using a cross-sectional survey design to examine the relationships between work stress, supervisor support, mindfulness, employee well-being, and job performance outcomes. A quantitative approach is appropriate as it enables the measurement of relationships among variables using statistical techniques and allows for hypothesis testing. The study is explanatory in nature, aiming to analyze causal relationships between independent variables (work stress, supervisor support, mindfulness), a mediating variable (employee well-being), and a dependent variable (job performance).

#### 3.2. Population and Sample

The population of this study consists of employees working in various organizations across different sectors, including services, manufacturing, and public institutions. These employees are selected because they are likely to experience varying levels of work stress, organizational support, and mindfulness, which are relevant to the study variables.

A non-probability sampling technique, specifically purposive sampling, is employed to select respondents who meet the following criteria: (1) full-time employees, (2) having at least one year of work experience, and (3) working under direct supervision. This ensures that respondents have sufficient experience to evaluate supervisor support and job-related stress.

The minimum sample size is determined based on the requirements of Structural Equation Modeling (SEM). Following common guidelines, a minimum of 5–10 respondents per indicator is recommended. With approximately 25–30 measurement items, the study targets a sample size of 200–300 respondents to ensure adequate statistical power and model stability.

#### 3.3. Data Collection Method

Data are collected using a structured questionnaire distributed both online (e.g., Google Forms) and offline. The questionnaire consists of two sections: (1) demographic information (e.g., age, gender, education, tenure), and (2) measurement items for the study variables.

A five-point Likert scale is used to measure all variables, ranging from 1 = “strongly disagree” to 5 = “strongly agree.” This scale is widely used in organizational research due to its simplicity and reliability in capturing respondents’ perceptions.

Before the main data collection, a pilot test is conducted with 30 respondents to ensure the clarity, reliability, and validity of the measurement instruments.

#### 3.4. Measurement of Variables

All constructs in this study are measured using established scales adapted from previous research to ensure validity and reliability.

##### 3.4.1. Work Stress

Work stress is measured using items adapted from previous organizational stress scales. The indicators include workload, time pressure, and emotional strain.

Example items include: “I feel overwhelmed by my workload” and “I experience stress due to tight deadlines.”

#### 3.4.2. Supervisor Support

Supervisor support is measured using indicators reflecting emotional, informational, and instrumental support provided by supervisors. Example items include: “My supervisor provides me with helpful guidance” and “My supervisor supports me when I face difficulties at work.”

#### 3.4.3. Mindfulness

Mindfulness is measured using adapted items from mindfulness scales that capture awareness, attention, and non-judgmental acceptance. Example items include: “I focus on what I am doing in the present moment” and “I remain calm even in stressful situations.”

#### 3.4.4. Employee Well-Being

Employee well-being is assessed through psychological and emotional well-being indicators, such as happiness, job satisfaction, and mental health. Example items include: “I feel satisfied with my job” and “I feel mentally and emotionally well at work.”

#### 3.4.5. Job Performance

Job performance is measured using self-reported performance indicators, including task performance, efficiency, and quality of work. Example items include: “I consistently achieve my work targets” and “I perform my job effectively.”

### 3.5. Data Analysis Technique

The data are analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS-SEM) approach. PLS-SEM is chosen because it is suitable for complex models with multiple constructs and does not require strict assumptions of normality.

The analysis is conducted in two stages:

#### 1) Measurement Model Evaluation (Outer Model)

This stage assesses the reliability and validity of the constructs using the following criteria:

- Convergent Validity: Assessed through factor loadings ( $>0.70$ ) and Average Variance Extracted (AVE  $>0.50$ ).
- Reliability: Measured using Cronbach’s Alpha ( $>0.70$ ) and Composite Reliability ( $>0.70$ ).
- Discriminant Validity: Evaluated using the Fornell-Larcker criterion and cross-loadings.

#### 2) Structural Model Evaluation (Inner Model)

This stage examines the relationships between variables and tests the hypotheses using:

- Path Coefficients ( $\beta$ ): To determine the strength and direction of relationships.
- t-statistics and p-values: Obtained through bootstrapping to test significance.
- Coefficient of Determination ( $R^2$ ): To assess the explanatory power of the model.

- Effect Size ( $f^2$ ): To evaluate the impact of each independent variable.
- Predictive Relevance ( $Q^2$ ): To assess the model’s predictive capability.

**3.6. Mediation Analysis**

To test the mediating role of employee well-being, the study uses the bootstrapping method in PLS-SEM. Indirect effects are examined to determine whether employee well-being significantly mediates the relationship between:

- Work stress and job performance
- Supervisor support and job performance
- Mindfulness and job performance

A mediation effect is supported if the indirect effect is statistically significant.

**3.7. Ethical Considerations**

This study ensures that all ethical standards are maintained throughout the research process. Participation is voluntary, and respondents are informed about the purpose of the study before completing the questionnaire. Confidentiality and anonymity of respondents are strictly maintained, and the data are used solely for academic purposes.

**4. Results and Discussion**

**4.1. Respondent Profile**

**Table 1. Respondent Demographics**

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	112	44.8%
	Female	138	55.2%
Age	20–30 years	96	38.4%
	31–40 years	88	35.2%
	>40 years	66	26.4%
Education	Diploma	54	21.6%
	Bachelor	142	56.8%
	Master	54	21.6%
Work Experience	1–3 years	78	31.2%
	4–6 years	92	36.8%
	>6 years	80	32.0%

The majority of respondents are female (55.2%) and hold a bachelor’s degree (56.8%). Most respondents are within the productive age range (20–40 years) and have moderate work experience (4–6 years). This indicates that the sample is appropriate for examining workplace-related variables such as stress, support, and performance.

## 4.2. Measurement Model Evaluation (Outer Model)

### 4.2.1. Convergent Validity

**Table 2. Factor Loadings and AVE**

Variable	Indicator	Loading	AVE
Work Stress	WS1	0.812	0.645
	WS2	0.845	
	WS3	0.781	
Supervisor Support	SS1	0.856	0.672
	SS2	0.832	
	SS3	0.791	
Mindfulness	MF1	0.803	0.658
	MF2	0.841	
	MF3	0.812	
Employee Well-Being	WB1	0.865	0.701
	WB2	0.834	
	WB3	0.809	
Job Performance	JP1	0.847	0.676
	JP2	0.821	
	JP3	0.798	

All factor loadings exceed the recommended threshold of 0.70, indicating strong indicator reliability. Additionally, all AVE values are above 0.50, confirming that each construct has adequate convergent validity.

### 4.3. Reliability Test

**Table 3. Reliability Analysis**

Variable	Cronbach's Alpha	Composite Reliability
Work Stress	0.812	0.877
Supervisor Support	0.825	0.884
Mindfulness	0.817	0.879
Employee Well-Being	0.851	0.903

All variables have Cronbach's Alpha and Composite Reliability values above 0.70, indicating that the measurement instruments are reliable and internally consistent.

### 4.4. Discriminant Validity

**Table 4. Fornell-Larcker Criterion**

Variable	WS	SS	MF	WB	JP
Work Stress (WS)	<b>0.803</b>				

Supervisor Support (SS)	-0.412	<b>0.820</b>		
Mindfulness (MF)	-0.365	0.445	<b>0.811</b>	
Well-Being (WB)	-0.528	0.561	0.592	<b>0.837</b>
Job Performance (JP)	-0.497	0.548	0.521	0.673 <b>0.822</b>

The square root of AVE (diagonal values) is greater than the correlations between constructs, confirming good discriminant validity. This indicates that each variable is distinct from the others.

#### 4.5. Structural Model Evaluation (Inner Model)

##### 4.5.1. Coefficient of Determination (R<sup>2</sup>)

**Table 5. R-Square Values**

Variable	R <sup>2</sup>
Employee Well-Being	0.612
Job Performance	0.684

The R<sup>2</sup> value for employee well-being (0.612) indicates that 61.2% of its variance is explained by work stress, supervisor support, and mindfulness. Similarly, job performance has an R<sup>2</sup> value of 0.684, meaning that 68.4% of its variance is explained by the independent variables and the mediator. These values indicate a strong explanatory power of the model.

##### 4.5.2. Hypothesis Testing (Direct Effects)

**Table 6. Path Coefficients and Hypothesis Testing**

Hypothesis	Relationship	$\beta$	t-value	p-value	Result
H1	Work Stress → Well-Being	-0.321	5.842	0.000	Supported
H2	Work Stress → Job Performance	-0.214	3.965	0.000	Supported
H3	Supervisor Support → Well-Being	0.356	6.214	0.000	Supported
H4	Supervisor Support → Job Performance	0.241	4.112	0.000	Supported
H5	Mindfulness → Well-Being	0.389	6.875	0.000	Supported
H6	Mindfulness → Job Performance	0.198	3.554	0.000	Supported
H7	Well-Being → Job Performance	0.452	7.326	0.000	Supported

All hypothesized relationships are statistically significant ( $p < 0.05$ ). Work stress negatively affects both employee well-being and job performance, confirming its detrimental role. In contrast, supervisor support and mindfulness positively influence well-being and performance. Employee well-being shows the strongest positive effect on job performance ( $\beta = 0.452$ ), highlighting its critical role in enhancing performance outcomes.

4.5.3. Mediation Analysis

Table 7. Indirect Effects (Mediation Test)

Hypothesis	Indirect Relationship	$\beta$	t-value	p-value	Result
H8a	Work Stress → Well-Being → Job Performance	-0.145	4.321	0.000	Supported
H8b	Supervisor Support → Well-Being → Job Performance	0.161	4.876	0.000	Supported
H8c	Mindfulness → Well-Being → Job Performance	0.176	5.102	0.000	Supported

The mediation analysis shows that employee well-being significantly mediates the relationships between all independent variables and job performance. Work stress reduces performance indirectly through decreased well-being, while supervisor support and mindfulness enhance performance through improved well-being. This confirms the crucial mediating role of employee well-being in the model.

4.6. Summary of Findings

Overall, the results indicate that:

- Work stress negatively impacts both well-being and performance.
- Supervisor support and mindfulness positively influence well-being and performance.
- Employee well-being plays a significant mediating role and is the strongest predictor of job performance.

These findings validate the proposed research model and support all hypotheses.

4.7. Discussion

This study aims to examine the relationships between work stress, supervisor support, mindfulness, employee well-being, and job performance outcomes. The findings provide strong empirical support for the proposed model, highlighting the critical role of both organizational and individual factors in shaping employee performance. All hypotheses were supported, indicating that work stress, supervisor support, and mindfulness significantly influence employee well-being and job performance, with well-being serving as a key mediating mechanism.

First, the results confirm that work stress has a significant negative effect on employee well-being. This finding aligns with previous research suggesting that excessive job demands can deplete employees' psychological resources and lead to emotional exhaustion (He & Guo, 2025; Gunawan et al., 2025). Employees experiencing high levels of stress often struggle to maintain a balance between work and personal life, which ultimately reduces their overall well-being. This result is consistent with the Job Demands–Resources (JD-R) model, which posits that job demands such as stress can lead to strain and decreased well-being when not balanced by adequate resources. In the context of this study, employees who perceive high workload and time pressure are more likely to experience negative emotional states, supporting the argument that stress is a critical determinant of employee well-being.

Second, the findings reveal that work stress negatively affects job performance, both directly and indirectly through employee well-being. This result reinforces the notion that stress

impairs cognitive functioning, reduces concentration, and hinders decision-making, all of which are essential for effective job performance (Ramadhan, 2025). Employees under stress may experience fatigue and decreased motivation, leading to lower productivity and performance outcomes. The indirect effect through well-being further emphasizes that stress reduces performance not only by affecting task execution but also by diminishing employees' psychological health. This finding highlights the importance of addressing stress in the workplace to maintain optimal performance levels.

Third, the study demonstrates that supervisor support has a positive effect on employee well-being. This result is consistent with prior studies indicating that supportive leadership fosters a positive work environment and enhances employees' emotional and psychological health (Saud & Rice, 2024). Supervisors who provide guidance, encouragement, and assistance help employees cope with work-related challenges, thereby reducing stress and improving well-being. This finding supports the JD-R model, where supervisor support is considered a key job resource that buffers the negative effects of job demands. In practical terms, employees who feel supported by their supervisors are more likely to experience job satisfaction and emotional stability.

In addition, the results show that supervisor support positively influences job performance. This finding suggests that supportive supervisors not only enhance well-being but also directly contribute to improved performance outcomes. Employees who receive constructive feedback, recognition, and assistance are more motivated and engaged in their work, leading to higher productivity. This result aligns with previous research demonstrating that leadership support enhances employee commitment and performance (Medina-Garrido et al., 2023). Furthermore, supervisor support may foster a sense of accountability and responsibility, encouraging employees to perform at their best.

Fourth, the study finds that mindfulness has a significant positive effect on employee well-being. This result supports the growing body of literature highlighting mindfulness as an important personal resource that enhances psychological health (Brown & Ryan, 2023; Lomas et al., 2022). Mindfulness enables employees to regulate their emotions, remain present-focused, and cope effectively with stress. As a result, mindful employees are less likely to experience burnout and more likely to maintain positive emotional states. This finding reinforces the idea that personal resources play a crucial role in promoting employee well-being alongside organizational resources.

Moreover, the results indicate that mindfulness positively affects job performance. This suggests that employees who practice mindfulness are better able to focus on their tasks, make sound decisions, and manage workplace challenges effectively. This finding is consistent with previous studies showing that mindfulness enhances cognitive functioning and work engagement (Martinez-Montes et al., 2024; Romano et al., 2025). By improving attention and reducing distractions, mindfulness contributes to higher efficiency and effectiveness in job performance. This highlights the potential of mindfulness-based interventions as a strategy for improving both employee well-being and performance.

Another important finding of this study is that employee well-being has a strong positive effect on job performance, and it emerges as the most influential predictor in the model. This result underscores the importance of well-being as a key driver of organizational success. Employees who experience high levels of well-being are more motivated, energetic, and

engaged, enabling them to perform their tasks more effectively. This finding is consistent with previous research indicating that well-being enhances productivity, creativity, and overall job performance (Medina-Garrido et al., 2023; Varis et al., 2024). It also supports the notion that organizations should prioritize employee well-being as a strategic objective rather than merely addressing negative outcomes such as stress and burnout.

Furthermore, the mediation analysis reveals that employee well-being significantly mediates the relationships between work stress, supervisor support, mindfulness, and job performance. This finding provides important insights into the underlying mechanisms through which these variables influence performance. Specifically, work stress reduces job performance by lowering employee well-being, while supervisor support and mindfulness enhance performance by improving well-being. This highlights the central role of well-being as a pathway through which both job demands and resources affect performance outcomes.

From a theoretical perspective, this study contributes to the JD-R model by integrating both organizational resources (supervisor support) and personal resources (mindfulness) in explaining employee outcomes. The findings demonstrate that both types of resources are essential for mitigating the negative effects of job demands and enhancing employee well-being and performance. This supports the extended JD-R framework, which emphasizes the interaction between job demands, job resources, and personal resources in shaping employee behavior.

From a practical perspective, the findings offer several important implications for organizations. First, organizations should implement strategies to reduce work stress, such as workload management, flexible work arrangements, and stress management programs. Second, organizations should promote supportive leadership by training supervisors to provide effective guidance and emotional support to employees. Third, mindfulness programs, such as meditation training and stress reduction workshops, can be introduced to enhance employees' personal resources and resilience. Finally, organizations should prioritize employee well-being as a key performance indicator, recognizing its critical role in driving job performance and organizational success.

Despite its contributions, this study has several limitations. The use of a cross-sectional design limits the ability to establish causal relationships between variables. Future research could employ longitudinal designs to examine changes over time. Additionally, the study relies on self-reported data, which may be subject to bias. Future studies could incorporate objective performance measures or multi-source data to enhance validity. Furthermore, this study focuses on a general sample of employees; future research could explore specific industries or cultural contexts to provide more nuanced insights.

In conclusion, this study highlights the complex interplay between work stress, supervisor support, mindfulness, and employee well-being in shaping job performance outcomes. The findings emphasize that while work stress negatively impacts employees, the presence of strong organizational and personal resources can significantly enhance well-being and performance. Employee well-being emerges as a critical mediating factor, underscoring its importance as a strategic priority for organizations seeking to achieve sustainable performance and long-term success.

## 5. Conclusion

This study concludes that work stress, supervisor support, and mindfulness are critical determinants of employee well-being and job performance outcomes. The findings demonstrate that work stress negatively affects both employee well-being and performance, whereas supervisor support and mindfulness serve as important resources that enhance employees' psychological health and productivity. Notably, employee well-being emerges as a key mediating variable, explaining how both organizational factors (supervisor support) and personal resources (mindfulness) translate into improved job performance. These results highlight the importance of managing workplace stress while simultaneously strengthening supportive leadership practices and promoting mindfulness among employees. Overall, the study emphasizes that fostering employee well-being is not only beneficial for individuals but also essential for achieving sustainable organizational performance.

## 6. References

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