# Fostering Employee Well-Being in High-Pressure Work Environments: Lessons from Tax Service Offices

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**Abstract**

This study investigates the effects of job stress and workplace loneliness on job satisfaction and psychological well-being among Account Representatives in Indonesian Tax Service Offices. A quantitative cross-sectional approach was employed, collecting data from 125 respondents using a Likert-scale-based questionnaire. The analysis utilized Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships between variables. The findings indicate that job stress does not significantly influence job satisfaction or psychological well-being, suggesting that contextual factors, such as organizational support or employee adaptability, may mitigate its effects. Conversely, workplace loneliness has a significant negative impact on both job satisfaction and psychological well-being, highlighting the importance of fostering social connections in the workplace. Moreover, job satisfaction is found to positively and significantly influence psychological well-being.These results underscore the need for organizations to create inclusive and supportive environments that reduce workplace loneliness, enhance job satisfaction, and promote psychological well-being. This study contributes to the literature by offering insights into these dynamics within the unique context of Indonesian government organizations. Limitations include the cross-sectional design and the focus on a specific population, suggesting future research explore mediating and moderating factors or adopt longitudinal approaches.

**Keywords:** job stress, workplace loneliness, job satisfaction, psychological well-being

## INTRODUCTION

Job satisfaction and employee well-being have become critical priorities in today's dynamic work environment, particularly in government institutions like Tax Service Offices. This is especially true for Account Representatives (AR), who serve as key players in ensuring

the successful collection of tax revenues. The satisfaction and well-being of ARs are not just essential for their personal productivity but are also directly linked to the achievement of revenue targets. When ARs experience higher levels of job satisfaction and well-being, they are more likely to exceed the revenue goals set by the government, thereby securing vital state income from the tax sector.

High job demands are a common source of job stress. Chen et al. (2022) highlight that excessive workload, limited control, and a lack of social support in the workplace can lead to issues such as anxiety, aggressive behavior, and impaired focus. These challenges not only compromise work quality but also significantly reduce employee job satisfaction. When job stress is poorly managed, it can diminish performance, harm physical and mental health, and further erode job satisfaction.

Workplace loneliness is another critical concern. As noted by Coxen et al. (2021), strong interpersonal connections among employees foster intrinsic motivation, which in turn enhances workplace performance. A sense of connection is vital to ensuring employees feel valued and aligned with the organization's goals, ultimately increasing their engagement and job satisfaction. However, in a competitive work environment, minimal social interaction can intensify feelings of loneliness, adversely affecting employees' overall well-being.

Emerging from an examination of workplace challenges, the issues of job stress and workplace loneliness among employees at Tax Service Offices can be attributed to the increasing demands for higher annual tax revenue targets. Leadership's strong emphasis on achieving these targets intensifies employee stress levels. Additionally, workplace loneliness persists as employees tend to focus on fulfilling their individual responsibilities, which limits opportunities for interaction and collaboration with colleagues.

Job satisfaction is a key indicator reflecting employees' emotional and psychological well-being. According to Madrid et al. (2020), job satisfaction encompasses emotion regulation behaviors. Employees who effectively manage both positive and negative emotions tend to feel more satisfied with their work. Satisfied employees are generally more productive, motivated, and contribute significantly to achieving organizational goals. Conversely, job dissatisfaction can lead to negative outcomes such as high absenteeism, employee turnover, and a decline in service quality.

On the other hand, Blasco-Belled and Alsinet (2022), aligning with Ryff's perspective, define psychological well-being as a state in which individuals fully realize their psychological potential. This involves accepting one's strengths and weaknesses, having a clear sense of purpose in life, fostering positive relationships with others, maintaining independence, exerting control over one's environment, and striving for personal growth. Strong psychological well-being not only positively impacts employees' personal lives but also enhances organizational efficiency and effectiveness.

Previous studies have demonstrated a significant relationship between job stress and workplace loneliness with job satisfaction and psychological well-being. Dumitru et al. (2023) found that high levels of job stress tend to lower job satisfaction, while Wright et al. (2006) revealed that workplace loneliness can diminish employees' sense of organizational attachment. However, there remains a lack of comprehensive research that integrates these four variables into a single model, particularly within the context of government organizations in Indonesia. By addressing this gap, the present study not only advances theoretical understanding in enhancing job satisfaction and workplace well-being but also provides actionable insights for organizations to improve employee well-being, optimize performance, and create a more inclusive and supportive workplace culture.

## LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### Job Stress

Job stress refers to the emotional, physical, and mental strain experienced by individuals while performing their job duties. It can arise from excessive workloads, tight deadlines, or role conflicts within an organization (Akgunduz et al., 2023). Research by Saadeh & Suifan (2020) found that unmanaged job stress can lead to physical health problems, such as chronic fatigue, as well as decreased productivity. Job stress also negatively impacts interpersonal relationships in the workplace, ultimately affecting overall organizational performance.

Job stress is one of the key factors influencing job satisfaction. Albert et al. (2022) demonstrated that job stress significantly affects job satisfaction, with employees experiencing high levels of stress reporting lower job satisfaction. Emotional responses to job stress play a crucial role in this relationship. Additionally, studies by George (2023) and Sopacuaperu et al. (2024) showed that job stress affects employees' psychological well-being. The emotional burden of job stress makes it difficult for employees to carry out their daily tasks, resulting in negative emotional states. Based on these findings, this study hypothesizes that:

H1: Job stress negatively affects job satisfaction.

H2: Job stress negatively affects employees' psychological well-being.

### Workplace Loneliness

Workplace loneliness refers to the feeling of social isolation experienced by individuals due to a lack of meaningful interactions with colleagues or supervisors (Wright et al., 2006). According to Dumitru et al. (2023), workplace loneliness may arise from insufficient social support or lack of engagement in workgroups. This condition can negatively impact employees' motivation and commitment to the organization. Furthermore, research

indicates that workplace loneliness can adversely affect psychological well-being, contributing to increased feelings of anxiety and depression.

Studies by Tabancali (2016) and Bakır (2017) demonstrated that workplace loneliness significantly affects job satisfaction. Employees who experience greater workplace loneliness tend to report lower levels of job satisfaction. Additionally, research by Basit & Nauman (2023) revealed that workplace loneliness influences employee well-being. The unmet need for belonging can threaten employees' psychological well-being, whereas fulfilling this need can mitigate the negative effects of workplace loneliness. Building on this evidence, the study formulates the following hypotheses:

H3: Workplace loneliness negatively affects job satisfaction.

H4: Workplace loneliness negatively affects employee well-being

**Job Satisfaction**

Job satisfaction refers to the positive feelings individuals have toward their jobs, encompassing aspects such as salary, recognition of achievements, relationships with colleagues, and working conditions (Weiss, 1967). According to Faraz and Indartono (2018), employees who feel satisfied with their jobs tend to demonstrate better performance and exhibit higher levels of commitment to their organizations. Similarly, Howell (2010) revealed that job satisfaction contributes to reducing absenteeism and employee turnover within organizations.

**Psychological Well-Being**

Psychological well-being reflects an individual's ability to manage stress, build positive interpersonal relationships, and achieve their full potential (Ryff & Singer, 2008). Research by Khatun et al. (2022) shows that higher psychological well-being is associated with better job satisfaction and increased employee productivity. According to Ryff,

psychological well-being comprises six dimensions: self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth.

Research by Merdiaty & Aldrin (2024) indicates that job satisfaction positively influences employee well-being. Similarly, Tasema's (2018) study demonstrates a positive and significant relationship between job satisfaction and employee well-being. Increased job satisfaction aligns with balanced well-being among employees.

In light of this evidence, the following hypothesis is proposed:

H5: Job satisfaction positively influences employee well-being.

Figure 1 below summarizes the relationships explored in this study, illustrating the connections between job stress, workplace loneliness, job satisfaction, and psychological well-being among Account Representatives at Tax Service Offices in Indonesia.
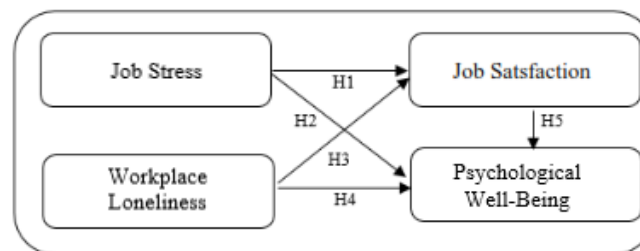


**Figure1 Research Model**

**METHODOLOGY**

This study adopted a quantitative approach with a cross-sectional design. The population targeted in this research consisted of Account Representatives (AR) working at Tax Service Offices in Indonesia. A purposive sampling technique was applied, selecting respondents who were active employees holding the position of AR. Following the sample size guidelines proposed by Hair et al. (2019), a minimum of 110 respondents was deemed sufficient for analysis.

Data collection was conducted using a Likert-scale-based questionnaire, which assessed four main variables: job stress, workplace loneliness, job satisfaction, and psychological well-being. The work stress variable is based on the studies by Chauhan (2019) and Wartono (2018), which assess the impact of physical and emotional factors on employees, using indicators such as excessive job demands and sleep disturbances. The loneliness at work variable utilizes the Loneliness at Work Scale (LAWS) developed by Wright et al. (2006), which evaluates the effects of inadequate quality social relationships, resulting in feelings of isolation. Job satisfaction is measured using the Minnesota Satisfaction Questionnaire (MSQ) by Weiss (1967), which examines various aspects of satisfaction, including freedom, salary, interpersonal relationships, recognition of achievements, and overall work experience. Lastly, the employee psychological well-being variable is measured using the Psychological Wellbeing (PWB) Scale by Ryff and Singer (2008), which focuses on psychological dimensions such as life goals, interpersonal relationships, and decision-making independence.

All instruments were rigorously tested for validity and reliability to ensure accurate and consistent measurements. The data were analyzed using Structural Equation Modeling (SEM) with SmartPLS software, which enabled a simultaneous and in-depth examination of the causal relationships among the study variables. A total of 125 AR participated in the study. Of the respondents, 70.4% were male and 29.6% were female. To uphold confidentiality, specific details about the distribution of respondents across Tax Service Offices are not disclosed.

## RESULTS AND DISCUSSION

## Research Results

The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships between variables and assess the moderating roles of caring climate and growth mindset. The analysis followed two main stages: evaluating the measurement model (outer model) to test reliability and validity, and evaluating the structural model (inner model) to examine the relationships between variables.

The first stage confirmed the validity and reliability of each construct. To ensure internal consistency, reliability tests were conducted by calculating Composite Reliability (CR) and Cronbach's Alpha (CA). According to Hair et al. (2019), CR and CA values above 0.70 indicate good internal consistency. Table 1 presents the reliability test results.

**Table 1. Reliability Test Results**

| Construct | Cronbach's Alpha | Composite Reliability | Criteria | Description |
|---|---|---|---|---|
| Job Stress | 0.884 | 0.929 | >0.7 | Reliable |
| Workplace Loneliness | 0.912 | 0.932 | >0.7 | Reliable |
| Job Satisfaction | 0.885 | 0.914 | >0.7 | Reliable |
| Psychological Well-Being | 0.892 | 0.916 | >0.7 | Reliable |

As shown in Table 1, the Cronbach's Alpha and Composite Reliability values for all variables exceed 0.70. These results confirm that all variables demonstrate good reliability and meet the reliability test criteria.

## Convergent and Discriminant Validity

Convergent and discriminant validity were assessed to ensure that each construct demonstrates strong internal coherence (convergent validity) and is distinct from other constructs (discriminant validity). Convergent validity was evaluated by examining the Average Variance Extracted (AVE) and the loading factors for each item, while discriminant validity was assessed using the Fornell-Larcker criterion. Table 2 presents the results for

convergent validity, which is considered adequate if the AVE for each construct exceeds 0.50 and the loading factor for each item is greater than 0.60.

**Table 2. Convergent Validity Test Results**

| Construct | AVE | Criteria | Loading Factor (Range) | Description |
|---|---|---|---|---|
| Job Stress | 0.680 | >0.50 | 0.780–0.861 | Valid |
| Workplace Loneliness | 0.696 | >0.50 | 0.764–0.896 | Valid |
| Job Satisfaction | 0.683 | >0.50 | 0.719–0.901 | Valid |
| Psychological Well-Being | 0.646 | >0.50 | 0.708–0.857 | Valid |

As shown in Table 2, all constructs have AVE values above 0.50, and all items exhibit loading factors exceeding 0.60. These findings indicate adequate convergent validity, suggesting that the constructs effectively explain the variance of their respective items, making them suitable for further analysis.

Discriminant validity was assessed using cross-loadings and the Fornell-Larcker criterion. Cross-loadings are considered valid if the loading factors of questionnaire items on their respective variables are higher than their loadings on other variables.

As shown in Table 2, the square roots of the AVE values are higher than the inter-variable correlations, satisfying the criteria for discriminant validity. This confirms that the constructs are distinct and not significantly overlapping, supporting the appropriateness of the measurement model for further analysis.

**Table 3.  Discriminant Validity Test Results**

| | Job Satisfaction | Psychological Well-Being | Workplace Loneliness | Job Stress |
|---|---|---|---|---|
| Job Satisfaction | **0,826** | | | |
| Psychological Well-Being | 0,333 | **0,803** | | |
| Workplace Loneliness | -0,350 | -0,306 | **0,834** | |
| Job Stress | 0,185 | -0,007 | -0,022 | **0,825** |

**Hypothesis Testing**

To evaluate the relationships between variables and test the proposed hypotheses, hypothesis testing was conducted using the Structural Equation Modeling (SEM) approach.

The results, including the original sample values, t-statistics, and p-values, are summarized in Table 4 below.

**Table 4. Hypothesis Testing Results**

| Path | t statistic | p-values | Significance |
|---|---|---|---|
| Job Stress → Job Satisfaction | 1,349 | 0,178 | Not Significant |
| Job Stress → Psychological Well-Being | 0,417 | 0,677 | Not Significant |
| Workplace Loneliness → Job Satisfaction | 4,794 | 0,000 | Significant |
| Job Satisfaction → Psychological Well-Being | 3,220 | 0,001 | Significant |
| Workplace Loneliness → Psychological Well-Being | 2,915 | 0,004 | Significant |

The results presented in Table 4 offer critical insights into the relationships between the studied variables. The analysis shows that job stress does not significantly influence job satisfaction (t = 1.349, p = 0.178). While the positive beta coefficient (0.178) suggests a potential relationship, the lack of statistical significance indicates that job stress alone is insufficient to predict job satisfaction. This may imply that other factors, such as organizational support or individual coping mechanisms, mediate or moderate this relationship. Similarly, job stress does not significantly impact psychological well-being (t = 0.417, p = 0.677). Despite the hypothesized negative relationship, the findings highlight that employees' psychological well-being may be influenced more by other variables, such as workplace resources or social support, rather than job stress in isolation. The results also demonstrate a strong and significant negative relationship between workplace loneliness and job satisfaction (t = 4.794, p = 0.000). The high t-statistic and low p-value underscore the detrimental effects of workplace loneliness on employees' sense of fulfillment in their roles, emphasizing the need for fostering meaningful social connections within the organization. A significant positive relationship is observed between job satisfaction and psychological well-being (t = 3.220, p = 0.001). This result reinforces the idea that higher job satisfaction contributes to improved psychological well-being, likely by reducing stressors and enhancing positive emotional states at work.

Lastly, workplace loneliness is shown to significantly and negatively affect psychological well-being (t = 2.915, p = 0.004). This finding highlights the profound impact of social isolation on employees' mental health, suggesting that organizations should prioritize creating a supportive and inclusive work environment to mitigate these effects. The findings underline the importance of addressing workplace loneliness and enhancing job satisfaction as critical factors in promoting employee well-being. While job stress does not show a direct significant impact, its potential role as a contributing factor in complex workplace dynamics warrants further exploration.

## Discussion

This study aimed to examine the effects of job stress and workplace loneliness on job satisfaction and psychological well-being among AR employees across five Tax Service Offices, using data from 125 respondents. The findings reveal that job stress does not have a significant impact on either job satisfaction or psychological well-being. This result contradicts previous studies, such as Albert et al. (2022) and George (2023), which found that job stress negatively affects job satisfaction and psychological well-being. However, it aligns with studies by Dhania (2010) and Ganster (2013), which argue that job stress does not always have detrimental effects, particularly when employees possess strong coping strategies or work in supportive environments. Employees who can effectively manage work pressures and achieve their targets may even experience increased satisfaction through a sense of accomplishment and motivation.

Workplace loneliness, on the other hand, significantly negatively influences both job satisfaction and psychological well-being. This finding supports studies by Tabancali (2016) and Basit & Nauman (2023), which highlight that workplace loneliness not only reduces job

satisfaction but also increases the risk of psychological distress, stress, and anxiety. Employees who feel isolated tend to lose motivation, feel undervalued, and experience declines in overall well-being. A lack of supportive social interactions at work exacerbates the negative effects of loneliness. Thus, fostering an inclusive workplace that promotes positive social interactions is crucial to mitigating these adverse impacts.

Additionally, the study confirms that job satisfaction has a significant positive effect on psychological well-being. This result aligns with research by Merdiaty & Aldrin (2024), which emphasizes that employees satisfied with their jobs - whether due to recognition, workplace support, or a balance between work and personal life - tend to report higher levels of psychological well-being. Job satisfaction contributes to greater happiness, stable motivation, and improved resilience in dealing with workplace challenges. Conversely, dissatisfaction can lead to emotional strain, decreased motivation, and impaired psychological health.

Overall, this study underscores the importance of creating supportive work environments that address job pressures, foster social empowerment, and value employee achievements. These measures are key to enhancing job satisfaction and psychological well-being. The findings offer valuable guidance for organizations in designing policies that prioritize employee psychological health and overall quality of life at work.

## CONCLUSION AND IMPLICATIONS

### Conclusion

This study provides valuable insights into the relationships between job stress, workplace loneliness, job satisfaction, and psychological well-being among Account Representatives in Indonesian government organizations. The findings highlight that while job

stress does not significantly affect job satisfaction or psychological well-being, workplace loneliness has a significant negative impact on both. Additionally, job satisfaction is shown to positively influence psychological well-being. These results emphasize the importance of fostering inclusive work environments, improving social connections, and providing support for managing work pressures. However, this study has several limitations. The cross-sectional design restricts causal inferences, and the focus on a specific population may limit the generalizability of the findings. Future research could adopt longitudinal approaches and explore diverse organizational contexts to enhance the applicability of the results. Additionally, examining mediating or moderating factors, such as organizational culture or personal resilience, could offer a more nuanced understanding of the dynamics affecting job satisfaction and psychological well-being. By addressing these limitations, future studies can build on the contributions of this research and provide deeper insights into managing employee well-being in various organizational settings.

**Implications**

The findings of this study offer actionable insights for the Directorate General of Taxes (DJP) to enhance employee well-being and performance. Addressing job stress can be achieved by implementing time management and relaxation training, fostering effective communication, and strengthening social support networks through regular coaching sessions. Moreover, reducing workplace loneliness through inclusive programs, such as family gatherings and social skills training, can foster stronger emotional connections among employees. Recognizing achievements, providing career development opportunities, and maintaining work-life balance are also critical to boosting job satisfaction and psychological well-being. Finally, supporting employees in managing work pressures with adequate training,

resources, and constructive feedback will ensure sustained motivation and productivity, even under challenging conditions.

This study contributes to existing literature by challenging the assumed direct impact of job stress on job satisfaction and psychological well-being, suggesting the need for contextual considerations such as employee adaptability and organizational culture. The significant role of workplace loneliness underscores its importance as a critical variable in organizational behavior, aligning with social capital theories. Additionally, the findings enrich the global discourse by providing insights from a non-Western context, highlighting cultural and structural factors that influence workplace dynamics in Indonesian government organizations.

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