

EFFECT OF LEADERSHIP TRAINING, WELFARE, AND MENTAL HEALTH IN THE WORK ENVIRONMENT ON THE PERFORMANCE OF EMPLOYEES IN BEKASI REGENCY

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ABSTRACT

One important aspect that determines the success of a company is employee performance. Many factors affect the performance of employees in the company, including leadership, welfare, and health. The purpose of this research is to identify how far leadership, welfare, and health affect the performance of employees in the company. This research was conducted on employees in Bekasi Regency. This type of research is descriptive quantitative analysis. Data collection was carried out through a survey method using a questionnaire in the form of a Google form which was given directly to employees in Bekasi Regency. The analysis model is adopted from the variables of leadership training, employee welfare, mental health which affect employee performance in the company. The results of the research are (1) leadership training has no positive effect on performance; (2) employee welfare has no positive effect on performance; (3) mental health has a positive and significant effect on performance.

Keywords: Employee performance, leadership training, welfare, and mental health.

I. INTRODUCTION

Development actors and economic actors, both individually and in groups, have a significant role in national economic activity [1]. One of the most important assets owned by a company is human resources because it has an influence on the survival of the company [2]. Employees are a valuable organizational resource (asset). Organizational success or failure depends on employee performance. Employee performance is very important both from the point of view of employees and the company. From this point of view, performance is a reflection of one's abilities and skills at work which will result in a reward or punishment from the company. Meanwhile, from the company's point of view, employee performance reflects the company's productivity, which will affect whether or not the company's goals are achieved. Employees whose performance is below standard can receive punishment or a reprimand from the company, but the company can also provide gifts in the form of leadership training, providing welfare to employees so that their performance increases [3].

Bekasi Regency's economy is supported by the trade, industrial and agricultural sectors. The number of operating companies is estimated to have reached more than 4,000 factories. Therefore, Bekasi Regency has earned the nickname as the largest industrial city in Southeast Asia. In recent years, there have been a number of studies that state the relationship between work stress and performance. Some of these studies reveal that the higher a person experiences work mental health, it will lead to lower work performance and this will have an impact on one's performance [4].

Employee performance is the result of the employee's work itself which can be seen from the aspects of quality, quantity, working time and cooperation in achieving a goal that has been determined by the company. Performance is what organizations are hired to do and do well [5]. High achieving employees help leaders to create superior organizations. This is supported by research which shows that negative outcomes are related to health in employees with work pressure, barriers to psychological needs, mental health, and somatic complaints. Pressure caused by emotional disturbance and depersonalization (burn out). Stress is known to be a cause of various physical and psychological chronic diseases [3].

According to research results states that Role overload has a significant impact on mental health in employee performance. Employee welfare is remuneration in the form of material and non-material provided based on discretion [6]. The goal is to maintain and improve the physical and mental conditions of employees so that their work productivity increases. Based on the data it was found that the number of employees in Bekasi Regency in 2020 was 112,264,000 people. Then in 2022 there will be an increase of 218,163,700 people. In Table 1.1 above, it is explained that employees are spread from various jobs. Besides that, previous studies have explained that pressure on employees in Bekasi Regency is caused by emotional disturbances and depersonalization (burn out) due to irregular working hours, work expectations beyond their abilities, and different scopes of work. income inequality, economic growth, urbanization, and political stability also greatly affect the performance of employees in Bekasi Regency. The difference in employee status in Bekasi Regency is a strong benchmark in order to make employee performance increase, decrease or you can say less productive [7]. Performance is a very important factor that must be considered by employees. Based on this description, the researcher raised the title "The Influence of Leadership Training, Employee Welfare and Mental Health in the Work Environment on Employee Performance in Kab. Bekasi."

Someone who occupies a managerial position in a company has an important role, not only internally for the company concerned but also in dealing with parties outside the company. Of course this will greatly affect the role of an employee. This is also in line with previous research, according to. In his research, he explained that leadership training was carried out to be a way of effectiveness in developing leadership skills [8]. Then according to the results of research explaining leadership training is also still one of the strategic activities of human resource development, especially in companies. Furthermore, research explains that having a leader with a transformational leadership style brings value to the company in relation to the external companies of both companies creating a highly effective work environment where quality care is provided [3].

Provision of welfare is an effective way to maintain employee attitudes so that they feel satisfied, comfortable and happy at work. That way, employee motivation to excel will continue to increase. The purpose of providing welfare is not only for the benefit of employees but also for the benefit of the company in order to improve the performance of employees in the company itself [9]. This is also in line with previous research. According to found a relationship between employee welfare and company performance. With employee welfare, of course this will improve employee performance and improve corporate governance. Furthermore, the results of the study show that when employees believe their input-income ratio is lower than comparable people, they will have a sense of dissatisfaction and injustice, which will have a negative impact on their work input and output. This shows that the absolute salary level of employees is not correlated with satisfaction, but the ratio of wages within the department is correlated [5].

The mental health of employees in the environment is a problem that often goes unnoticed, because it is something that cannot be seen physically. So it takes careful observation from the leaders of mental health companies to influence the performance that will be given by employees to the company. This is also supported by previous researchers. According to. Employees in the workplace can be exposed to different social mental pressures, such as bullying, exclusion, harassment, or negative performance feedback. These social stressors refer to different types of interactions between employees (at different hierarchical levels or not), which can affect their performance in the company. However, the results of other studies suggest that employees who feel role conflict are under the impression that they are facing contrasting and conflicting demands from different role partners within the company. This may be directly or indirectly visible to supervisors or co-workers. Role conflict can also be seen as a mental trigger "barrier" to employee performance [10].

From reality and results research above, then position leadership, well-being, and mental health play a role important in performance work somewhere company. For that is, research this will discuss influence of leadership training, employee welfare, and employee mental health on employee performance. As for the employees who will researched is employees who work in Bekasi Regency [2].

2. RESEARCH METHODOLOGY

The type of research used in this research is descriptive quantitative analysis. The types of data used are primary data and secondary data. In this study, primary data was collected using a survey method using a questionnaire in the form of a Google form which was given directly to employees in the Bekasi district [11]. As for the secondary data, the author takes references from journals and books. The population in this study are employees who have worked in Bekasi Regency. According to population is all individuals or objects studied which have the same characteristics as age, gender, education level, area of work and so on. Meanwhile, the population in this study were employees in Bekasi Regency with a total of 355,324 employees. The sample is part of the

number and characteristics possessed by the population. Then the sample [12] is part or representative of the population to be studied according to. In this study, the population numbered 355,324 employees in Bekasi Regency. In this study the researchers narrowed down by calculating the sample size using the Slovin technique [13]. This study uses the Slovin formula because in sampling, the number must be representative so that the research results can be generalized and the calculation does not require a table of the number of samples, but can be done using simple formulas and calculations.

Data collection was carried out through the questionnaire as a data collection instrument used to collect large amounts of data. This is done by providing a number of written questions in a structured manner to respondents regarding their responses to the various variables studied. There are two kinds of questionnaires, namely open questionnaires and closed questionnaires. The questionnaire used in this study is a closed questionnaire. Is a questionnaire for which alternative answers have been provided. Interview method (Interview) is a method used by the author to collect data by asking directly to the party concerned [3].

This research model was adopted from for variable X1 namely leadership training, X2 namely employee welfare adopted from And X3 Mental health in the work environment is adopted from and [14]. Variable according to Sugiyono is something in any form that is determined by researchers to be studied so that information is obtained about it, and then conclusions are drawn. The variables in this study consist of. Independent or independent variables are variables that affect other variables. Independent variables are variables that influence or cause changes or the emergence of the dependent (dependent) variable. The independent variable (X) in this study consists of Leadership Training (X1), Employee Welfare (X2) and Mental Health (X3).

According to Sugiono, the dependent variable is “the variable that is affected or the result, because of the independent variables”. The variable Y in this study is Population Performance in this study, employees who have worked in Bekasi Regency. Operational definitions are research variables intended to understand the meaning of each research variable prior to analysis. Validity and Reliability were carried out prior to the study [15].

3. RESULTS AND DISCUSSION

The research object researched by the author is the Industrial Sector Workforce in Bekasi Regency in 2016 - 2019. The number of workers working in the manufacturing sector in West Java always increases from year to year in 2019 the highest contributor to the manufacturing sector is Bekasi Regency, namely 265,046 people and in 2022 will have an increase to 355,324 people. This descriptive analysis method aims to describe the nature of something that was taking place at the time the research was conducted and examine the causes of a particular symptom. This method can be used with more facets and wider than other methods [16].

The main data in this study is information from respondents and statements to obtain the information needed in analyzing the formulated research problem. The instrument used in this study was a questionnaire, the total number of questions was 16 questions which were divided into several, namely 4 items for the variable (X1) namely about Leadership Training, 4 items for the variable (X2) namely about Employee Welfare, 4 items for (X3) concerning Mental Health in the Work Environment, and 4 points for (Y) concerning Performance. Descriptive analysis in this study contained a questionnaire consisting of questions and answers. The characteristics of the respondents in this study were based on age, gender, education level, income and work in the company. The classification of respondents in this study is to determine the description of respondents as research objects. To get a clearer picture of the characteristics of the respondents [17] .

First, the characteristics of the respondents based on gender. Based on the results of the research, the following is an overview of the gender of the respondents:

Characteristics of Respondents Based on Gender

No	Gender	Amount	percentage
1	Man	74	49.3%
2	Woman	76	50.7%
Total		150	100%

From the Table above it can be seen that there were 74 male respondents and 76 female respondents. The total number of respondents is 150 respondents. It can be concluded that the majority of employees in the Industrial Sector Workforce in Bekasi Regency in 2016 - 2019 are women compared to men.

Second, the characteristics of the respondents based on age. Based on the research results, an overview of the age of the respondents was obtained as follows:

Characteristics of Respondents by Age

No	Age (Years)	Amount	Percentage
1	15 - 25 years	66	44%
2	25 - 35 years	49	32.7%
3	35 - 45 years	26	17.3%
4	45 -55 years	9	6%
Total		150	100%

From the table above it can be seen that the most respondents in the Industrial Sector Workforce in Bekasi Regency in 2016 - 2019 were aged 15-25 years with a total of 66 respondents, and the least, namely aged 45-55 years, were 9 respondents.

Third, the characteristics of the respondents based on the level of education. Based on the research results, an overview of the education level of the respondents was obtained as follows:

Characteristics of Respondents Based on Education Level

No	Educational level	Amount	Percentage
1	JUNIOR HIGH SCHOOL	6	4%
2	SENIOR HIGH SCHOOL	47	31.3%
3	D3	15	10%
4	S1	62	41.3%
5	S2	20	13.4%
Total		150	100%

The above shows that the results of distributing questionnaires to Industrial Sector Workers in Bekasi Regency in 2016 - 2019 were dominated by employees with an undergraduate degree, namely 62 respondents and the least educated junior high school, namely 6 respondents.

Fourth, the characteristics of the respondents based on their place of work. The results of the study, obtained an overview of the place of work of the respondents as follows:

Characteristics of Respondents Based on Place of Work

No	Work place	Amount	percentage
1	Country	67	44.7%
2	Private	83	55.3%
Total		150	100%

Source: processed primary data, 2023, Appendix

From the table above it can be seen that 67 respondents with workplaces in the country and 83 respondents in the private sector. The total number of respondents is 150 respondents. It can be concluded that many employees work in the private sector compared to the state in the Industrial Sector Workforce in Bekasi Regency in 2016 - 2019.

Fifth, the characteristics of respondents based on income. Based on the research results, the following is an overview of the income of the respondents:

N	Income/month (IDR)	Amount	Percentage
1	2,500,000 - 3,500,000	52	34.7%
2	3,500,000 – 4,500,000	36	24%
3	4,500,000 – 5,500,000	35	23.3%
4	5,500,000 – 6,500,000	27	18
Total		150	100%

The table above shows the results of distributing questionnaires to Industrial Sector Workers in Bekasi Regency in 2016 - 2019 based on the most income of Rp. .000 as many as 27 respondents.

The Partial Least Square (PLS) analysis method was used in this study with the aim of finding optimal predictive linear relationships in the data and explaining whether there is a relationship between latent variables.

Variable	Questionnaire Questions	Average	loading
Performance (Y)	Y. 1. The quality of my work meets the standards set by the company **	4,027	0.896
	Y.2. I have very good skills in carrying out my work ***	4,160	0.272*
	Y.3. I always try to improve the quality of my work	4.113	0.124*
	Y.4 I always complete the work that has become my responsibility	4,093	0.889
Leadership Training (X1)	X1.1. Coaches with keen vision and enthusiasm are most likely to set an example and motivate my great performance. **	4.173	0.759
	X1.2. Enthusiastic trainers and constant reinforcement motivate my great performance.	4,367	0.763
	X1.3. Obtaining additional knowledge from the coach increased my motivation to excel. ***	4,373	0.541*
	X1.4. The coach's assertiveness motivated me to achieve high academic achievements compared to other trainees	4,413	0.849
Employee Welfare (X2)	X2.1. Employee welfare includes various services, facilities and facilities provided to employees for the advancement of employees	4,393	0.517*
	X2.2. Are the wages earned in accordance with existing laws or regulations? **	4,260	0.707
	X2.3. Can employee welfare improve your destiny to be better and happier	4,400	0.662
	X2.4. Is welfare an obligation and your ultimate goal at work. ***	4,420	0.777
Mental Health (X3)	X3.1. Are Relationships and communication very important in your work environment? ***	4,460	0.319*

X3.2. Is there an influence of mental illness, or mental health, on your work environment	**	4,220	0.889
X3.3. Can resources and mental health affect your work environment?		4,287	0.754
X3.4. Is there any influence between problems that exist externally and internally in your work environment		4,340	0.774

* not used, because the loading factor is low

**lowest average

*** highest average

Source: primary data processed by PLS 3.0, 2022, Appendix

Based on Table 4.6, the results of the validity test resume are described in table 4.7. Table 4.7 testing the convergent validity of all construct indicators shows that the indicators meet convergent validity with a loading factor above 0.50. Furthermore, the Average Variance Extracted (AVE) test can be seen in table 4.7.

Variable	Average Variance Extracted (AVE)
Leadership Training (X1)	0.666
Employee Welfare (X2)	0.530
Mental Health (X3)	0.666
Performance (Y)	0.816

Source: primary data processed by PLS 3.0, 2023, Appendix

In the table above The Average Variance Extracted (AVE) value for all variables is above 0.50. So it can be concluded that all variables in this study are valid. Furthermore, Cronbach's alpha and composite reliability testing are seen in the above .

Variable	Cronbach's Alpha	Rho-A	Composite Reliability	ket
Leadership Training (X1)	0.740	0.763	0.851	Reliable
Employee Welfare (X2)	0.567	0.573	0.771	Not Reliable
Mental Health (X3)	0.757	0.847	0.856	reliable
Performance (Y)	0.774	0.774	0.898	reliable

Latent variables have Composite Reliability, Rho-A and Cronbach's Alpha. In the Composite Reliability and Rho-A tests with the employee welfare variable (X2) it has a value below standard. The standard value is 0.70 (≥ 0.70), while the Composite Reliability results are still below 0.567 and Rho-A is also below 0.573. For testing other variables it is greater than 0.70, which means that the construct has good reliability. Furthermore, the discriminant validity test (*Fornell lesser criterion*) is seen in the table above .

Variable	Mental Health (X3)	Employee Welfare (X2)	Performance (Y)	Leadership Training (X1)
Mental Health (X3)	0.816			
Employee Welfare (X2)	0.472	0.728		
Performance (Y)	0.818	0.402	0.903	
Leadership Training (X1)	0.302	0.595	0.336	0.810

The square root of the Average Variance Extracted (AVE) for each construct is greater than the correlation between one construct and the other constructs in the model, so that the constructs in the estimated model meet the criteria of discriminant validity. Furthermore, testing the goodness-of-fit measures for SEM is seen in the table above .

Indicator	Results	Criteria
SRMR	0.101	Acceptable If ≤ 0.08
d_ ULS	0.669	Acceptable If ≥ 0.95
d_ G	0.346	Acceptable If $P \geq 0.05$
Chi-square	383,060	Close To Zero
NFIs	0.603	Acceptable If ≥ 0.90
rms-Theta	0.264	Close To Zero

In the table above Goodness-of-fit measurements on the SRMR indicator show results outside the criteria, which are equal to 0.101 with criteria less than or equal to 0.08. And for the NFI indicator it is still below the criterion, which is equal to 0.603 with the specified criteria being greater than or equal to 0.90. Furthermore , hypothesis testing is seen in the table above .

<i>Variable</i>	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
Leadership Training(X1)→Performance (Y)	0.123	0.116	0.063	1,955	0.051
Employee Welfare (X2)→Performance (Y)	-0.050	-0.035	0.056	0.893	0.372
Mental Health (X3)→Performance (Y)	0.804	0.802	0.037	21,511	0.000

The results of the hypothesis test concluded that Leadership Training on Performance had a negative value, as evidenced by the original sample with a value of 0.123, the sample mean with a value of 0.116, the standard deviation with a value of 0.063, T statistics with a value of 1.955 and a P value of 0.051. Whereas for the T statistics criteria it must be above 1.96 and for the P Values criteria it must be less than 0.50. So it can be concluded that Leadership Training Has No Positive Effect on Performance. Employee Welfare on Performance has a negative value, as evidenced by the original sample with a value of -0.050, the sample mean with a value of -0.035, the standard deviation with a value of 0.056, T statistics with a value of 0.893 and a P value of 0.372. Whereas for the T statistics criteria it must be above 1.96 and for the P Values criteria it must be less than 0.50. So it can be concluded that Employee Welfare Has No Positive Effect on Performance. The effect of mental health on performance has a positive value, as evidenced by the original sample with a value of 0.804, the sample mean with a value of 0.802, the standard deviation with a value of 0.037, T statistics with a value of 21.511 and a P value of 0.000. Whereas for the T statistics criteria it must be above 1.96 and for the P Values criteria it must be less than 0.50. So it can be concluded that Mental Health Has a Positive and Significant Influence on Performance.

The research aims to find out how the influence of leadership training, employee welfare and mental health in the work environment on employee performance in Bekasi Regency.

3.1 Leadership Training Has No Positive Effect on Performance.

Leadership training programs are designed to develop the cognitive activities that leaders need to cultivate to promote the achievement of team goals while the team is facing task-related problems. The potential for team interactions or cognitive processes may develop as a consequence of functional leadership training, but only the impact of such training on the leader's performance of the team leadership function and, consequently, on team effectiveness with regard to task-related problem solving. Based on the results of the descriptive analysis, it can be seen in the distribution of the questionnaires to the questions: X1.1. Coaches with keen vision and enthusiasm are most likely to set an example and motivate my great performance (low mean) [6]. Based on the average and outer loading, it is considered low. So it can be illustrated that employees in Bekasi Regency have not fully received motivation from the company or their superiors so that the company's vision and mission can be achieved together. In addition, the company also still lacks a good example for employees. So that it is still a

fairly serious problem, especially for employees who have just entered work, there needs to be motivation and examples from related companies.

This research is in line with previous research conducted by which said leadership training had no direct effect on performance. Despite the many diverse leadership trainings, a good or effective leader inspires, motivates, and directs activities to help achieve group or organizational goals. Leadership training is supposed to help people exploit their assets and experience and find ways to make maximum use of the collective skills and wisdom distributed throughout their network to create collective influence across multiple issue dimensions in the company. This research provides somewhat convincing evidence showing that knowledge of case-based leadership and how people work with knowledge embedded in these cases influences their performance in leadership roles.

3.2 Employee Welfare Has No Positive Effect on Performance

Employee welfare is the same as improving employee performance. Employee welfare can be in the form of compensation or awards given based on company policy to maintain and improve the physical condition of employees so that work performance and productivity increase. Based on the results of the descriptive analysis, it can be seen in the distribution of the questionnaires to the questions: X2.2. Are the wages earned in accordance with existing laws or regulations (low mean). Based on average including low scores. So it can be described that employees in Bekasi Regency have not fully received proper wages from the company or their superiors in accordance with applicable laws or laws. So that it is still a serious problem, especially for companies with the status of state or government-owned companies [18].

The results of this study are not in line with previous research conducted by which states that employee welfare and benefits are recognized as a means to improve employee performance while improving relations with employees. In addition, employee welfare is very important to encourage employee engagement which ultimately results in higher performance and increases company value. Consistent with this view, companies that offer better welfare measures such as wages or salaries to their employees generate higher returns for their companies. Whereas on a welfare basis the State has played an important role in shaping the innovative potential of advanced economies and, in this way has helped facilitate innovation and economic growth. Although the potential impact of the welfare state regime on innovative performance has been highlighted previously, there is still a paucity of empirical evidence in assessing this impact at the country level [2].

3.3 Mental Health Has a Positive and Significant Influence on Performance

Mental health is an individual's awareness of a state of well-being in which a person has the ability to manage the normal stresses of life, perform productive work and play an important role in society. Mental health affects a person to think, feel, behave, how a person handles stress and interacts with other people, and also evaluates solutions and makes decisions about each problem. Based on the results of the descriptive analysis of this study, it can be seen in the distribution of the questionnaires in question X3.1. Are Relationships and communication very important in your work environment (high mean). Based on average including high scores. This illustrates that employees in Bekasi Regency consider a good relationship starting from communication between employees to employees or employees to superiors, so that a good relationship or reciprocity is created and the work done is in accordance with the set targets. Thus minimizing the occurrence of failures in communication [14].

This research is in line with previous research conducted by. which stated that there is a positive and significant effect between Mental Health on Performance. Mental health is interconnected with many aspects of everyday life, including work. The importance of self-initiative to promote mental health has been emphasized globally. Mental skills during performance and other life domains have the potential to enhance mental health-related skills and outcomes. This is the first report from a team working in Canada to collaboratively produce comparable data on mental health and performance [5].

4. CONCLUSION

Based on the results of the analysis and study above, it can be concluded that first, leadership training has no positive effect on performance. The performance of employees in Bekasi Regency has not been fully motivated by the company or its superiors so that the company's vision and mission can be achieved together. In addition, the company also still lacks a good example for employees. So that it is still a fairly serious problem, especially for employees who have just entered work, there needs to be motivation and examples from related companies. This causes leadership training to have no positive effect on employee performance. Second, employee welfare has no positive effect on employee performance. Employees in Bekasi Regency have not fully received proper

wages from the company or their superiors in accordance with applicable laws or laws. So that it is still a serious problem, especially for companies with the status of state or government-owned companies. This is what makes employee welfare not fully positive influence on employee performance. Third, mental health has a positive and significant effect on performance. Employees in Bekasi Regency consider a good relationship starting from communication between employees to employees or employees to superiors, so that a good relationship or reciprocity is created and the work done is in accordance with the targets set. Thus minimizing the occurrence of failures in communication. This is what makes employee welfare a positive and significant effect on employee performance.

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