

The Effects of Chasing Productivity Demand on Mental Health and Workplace Cheating Behavior: The Moderating Role of HR Support

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Abstract

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The garment manufacturing industry is characterized by intensive production targets and high work demands, which may adversely affect employee health and workplace behavior. Excessive job demands often increase performance pressure, leading to psychological strain, stress, and declining employee wellbeing. At the same time, organizations are challenged to maintain productivity without compromising employee health. This study aims to examine the effect of job demands on employee health, investigate the mediating role of performance pressure, and analyze the moderating role of human resource support in mitigating the negative consequences of demanding work environments. The study adopts a mixed-methods approach, combining quantitative and qualitative methods. Quantitative data will be collected through questionnaires distributed to employees in the garment manufacturing sector, while qualitative insights will be obtained through in-depth interviews. Data analysis will be conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) and supported by qualitative thematic analysis. The findings are expected to provide empirical evidence regarding the mechanisms through which job demands influence employee health and to demonstrate the buffering role of human resource support in reducing adverse outcomes. This study contributes to the literature on employee wellbeing, job demands, and sustainable human resource management, while offering practical recommendations for organizations seeking to balance productivity goals with employee health and sustainable workplace practices. Unlike previous studies that primarily focused on productivity demand and employee performance, this study simultaneously investigates employees' mental health and workplace cheating behavior while incorporating HR Support as an organizational buffering mechanism.

INTRODUCTION

The garment manufacturing industry is one of the most labor-intensive sectors characterized by strict production targets, high work intensity, and continuous pressure to maintain efficiency in global markets. In order to meet production deadlines and cost efficiency requirements, employees are often exposed to excessive job demands, including long working hours, repetitive tasks, and accelerated work processes (Batool et al, 2025). These conditions frequently create operational challenges such as inefficient workforce scheduling and decreased job satisfaction, which ultimately contribute to reduced employee performance (Dewi & Septiana, 2015). Moreover, repetitive and monotonous work in manufacturing environments may lead to fatigue, boredom, and declining productivity over time (Gnanavel et al, 2015).

Employee mental health has emerged as a strategic organizational concern because it directly influences employees' productivity, absenteeism, organizational commitment, and overall work effectiveness. Consequently, maintaining employees' psychological wellbeing is no longer viewed solely as an individual responsibility but also as a critical organizational objective for sustaining long-term competitiveness. Previous studies indicate that excessive job demands are

strongly associated with stress, anxiety, burnout, and other forms of psychological distress (Batool et al, 2025). Continuous exposure to excessive productivity demands may gradually deplete employees' psychological resources. Employees who are unable to recover from prolonged work demands often experience emotional exhaustion, anxiety, and declining mental health, ultimately reducing their capacity to perform effectively. Employee mental health has become a critical issue in organizational settings because it directly affects job satisfaction, self-esteem, absenteeism, and work effectiveness (Sohal & Sharma, 2024). Employee health is not only an individual welfare issue but also a strategic factor that influences organizational sustainability and long-term productivity (Rebecca et al, 2024).

Job satisfaction is closely linked to employee mental health, reflecting how employees evaluate their work experiences and working conditions. Poor mental health can result in stress, communication problems, and reduced job performance, while positive psychological conditions tend to enhance engagement and productivity (Nadinloyi, 2013). Furthermore, insufficient rest breaks and disrupted recovery time during working hours have been identified as additional factors that negatively affect both physical and mental health (Vieten, 2023). If these conditions persist, organizations may face long-term consequences such as increased turnover rates, absenteeism, and declining workforce productivity.

In labor-intensive industries such as garment manufacturing, job demands are often accompanied by high performance expectations. Employees are required to meet strict production targets under constant supervision, which generates significant performance pressure. While moderate performance pressure may encourage productivity improvement, excessive pressure can have detrimental effects on employees' psychological and physical wellbeing. Studies show that high work pressure can lead to emotional exhaustion, stress, and deteriorating mental health conditions (Naseem & Ali, 2023). Therefore, performance pressure can be understood as a key mechanism linking job demands to employee health outcomes. According to the Job Demands–Resources (JD-R) Theory, excessive job demands require sustained physical and psychological effort, which subsequently increases employees' perceptions of performance pressure due to the imbalance between organizational expectations and available personal resources.

Human Resource (HR) support plays an important role in mitigating the negative effects of demanding work environments. HR support includes organizational initiatives such as counseling services, stress management programs, training, employee assistance programs, and work-life balance policies. These practices have been shown to reduce the adverse effects of job demands and improve employee wellbeing (Barbosa & Oliveira, 2025). Flexible work arrangements and supportive HR policies can further buffer the negative relationship between productivity pressure and employee health outcomes (Wahab, 2020). Thus, HR support is considered a critical moderating factor that can protect employees from the harmful effects of excessive job demands and performance pressure. Within the JD-R framework, HR Support represents an important organizational resource capable of buffering the adverse effects of excessive job demands. Supportive HR practices provide employees with psychological, informational, and instrumental resources that enhance their ability to cope with demanding work conditions.

Although previous studies have extensively investigated job demands, burnout, stress, and work engagement, relatively little attention has been devoted to examining how productivity-oriented organizational demands simultaneously influence employees' mental health and workplace cheating behavior. Moreover, existing studies generally investigate psychological and behavioral outcomes separately, providing a limited understanding of the underlying mechanism through which productivity demand generates these outcomes. Furthermore, empirical evidence regarding the buffering role of HR Support in reducing performance pressure remains scarce, particularly within labor-intensive manufacturing industries in developing countries. These limitations highlight an important research gap that the present study seeks to address. Ethical challenges in human resource management suggest that HR practices such as recruitment,

selection, performance management, and employee evaluation may involve ethical risks that contribute to workplace misconduct (Erasmus, 2018). It indicates that HR not only plays a supportive role but also carries ethical responsibility in shaping organizational behavior. In addition, recent studies highlight that productivity pressure may also lead to unethical workplace behavior and reduced mental health through increased performance pressure. At the same time, HR support can help mitigate these negative effects (Rafiq et al, 2025). Nevertheless, existing studies remain fragmented and often focus on either psychological outcomes or behavioral outcomes separately.

Furthermore, several studies emphasize that job demands contribute to psychological distress and workplace conflict, while personality traits may moderate these relationships (Naseem & Ali, 2023). Other research confirms that mental health significantly influences employee performance and organizational effectiveness (Elshifa, 2024). However, there is still limited integrated empirical evidence that simultaneously examines job demands, performance pressure, employee health, and HR support within labor-intensive industries in developing countries. In addition, many workplace mental health programs are perceived as ineffective because they fail to address the root causes of stress, such as excessive workload and performance expectations (Barbosa & Oliveira, 2025).

Therefore, this study aims to examine the effects of job demands on employee health, investigate the mediating role of performance pressure, and analyze the moderating role of human resource support in the garment manufacturing industry. By focusing on a high-pressure, labor-intensive sector, this study seeks to contribute to the literature on employee wellbeing, job demands, and sustainable human resource management. The findings are expected to provide both theoretical contributions and practical implications for organizations in balancing productivity demands with employee health and sustainable workplace practices. Despite growing evidence regarding job demands and employee wellbeing, previous studies have predominantly examined burnout, stress, and work engagement. Limited attention has been devoted to explaining how productivity-oriented organizational demands simultaneously influence employees' mental health and unethical workplace behavior. Moreover, little is known regarding whether HR Support can buffer these adverse effects by reducing employees' perceived performance pressure. This study addresses these gaps by proposing an integrated framework grounded in the JD-R Theory.

METHODS

This study adopts a mixed-methods approach, combining quantitative and qualitative research designs to obtain both generalizable findings and in-depth contextual understanding. The primary design used is an explanatory survey, which is suitable for examining causal relationships among variables and testing complex structural models involving mediation and moderation effects. In addition, the qualitative component is employed to enrich the interpretation of quantitative results and provide deeper insights into workplace phenomena in labor-intensive industries (Firmansyah & Dede, 2022).

The population of this study consists of employees working in the garment manufacturing industry. The sampling technique used is purposive sampling, where respondents are selected based on specific criteria relevant to the research objectives, such as involvement in production processes and exposure to performance-based work targets. This approach ensures that the selected sample represents individuals who directly experience job demands and performance pressure in their work environment (Subhaktiyasa, 2024).

The sample size is determined based on the requirements of Structural Equation Modeling–Partial Least Squares (SEM-PLS), which recommends a minimum sample size ranging from 5 to 10 times the number of indicators used in the study (Hair et al, 2017). This guideline ensures that the model estimation is statistically reliable and appropriate for complex structural relationships involving multiple latent variables.

Data collection techniques include both questionnaires and interviews. Quantitative data are collected using structured questionnaires measured on a five-point Likert scale to assess respondents' perceptions of job demands, performance pressure, employee health, and human resource support. Meanwhile, qualitative data are obtained through in-depth interviews to explore the underlying reasons behind employee experiences, particularly regarding stress, pressure, and coping mechanisms in high-demand work environments. This triangulation approach enhances the validity and richness of the findings (Firmansyah & Dede, 2022).

Data analysis is conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with Smart-PLS software to test both direct and indirect relationships among variables, including mediation and moderation effects. This method is selected due to its suitability for complex models and its ability to handle relatively small to medium sample sizes. In addition, qualitative data are analyzed using thematic analysis to identify recurring patterns and support the interpretation of quantitative results (Space, 2013).

The expected output of this research is a validated structural model explaining the relationships between job demands, performance pressure, employee health, and human resource support. This model contributes to the development of human resource management theory, particularly in the context of employee wellbeing in labor-intensive industries. Furthermore, the findings are expected to provide practical recommendations for organizations in designing HR support systems that can reduce the negative impact of high job demands and improve employee health outcomes.

RESULTS AND DISCUSSION

Respondent Description

The respondents involved in this study consisted of 101 employees working in garment manufacturing companies in Sukoharjo. The demographic profile was analyzed based on gender, age, educational attainment, and length of service.

Description of Gender Results

Respondent characteristics based on gender are classified into two groups, namely male and female, as presented in Table 1.

Table 1. Description of Gender

Gender	Frequency	Percentage
Male	56	55.4%
Women	45	44.6%
Total	103	100%

Based on Table 1, male respondents accounted for 55.4% of the sample, while female respondents represented 44.6%. This composition indicates a relatively balanced workforce, although male employees remain slightly dominant in production-related activities.

Description of Age Results

The age characteristics of the respondents were categorized into three groups: 19–23 years, 24–26 years, and above 27 years, as shown in Table 2.

Table 2. Description of Age

Age (Years)	Frequency	Percentage
19 – 23 Tahun	24	23.8%
24 – 26 Tahun	46	45.5%
Above 27 Years	31	30.7%
Total	103	100%

The majority of respondents were between 24 and 26 years old. Employees within this age range generally possess adequate work experience while maintaining a high level of adaptability toward organizational changes and production demands.

Description of Educational Background

The respondents' characteristics based on their highest level of education were classified into three groups, namely senior high school, diploma (D3), and bachelor's degree (S1). Further details are presented in Table 3.

Table 3. Description of Educational Background

Educational Level	Frequency	Percentage
Senior High School	51	50.5%
Diploma (D3)	30	29.7%
Bachelor's Degree (S1)	20	19.8%
Total	103	100%

The educational profile shows that half of the respondents graduated from senior high school, while nearly one-third held diploma degrees. This finding reflects the practical skill orientation commonly required in manufacturing industries.

Description Based on Length of Service

The respondents' characteristics based on length of service were classified into three groups, namely less than one year, 1–3 years, and more than three years. An overview of the respondents' length of service is presented in Table 4.

Table 4. Description of Respondents' Length of Service

Length of Service	Frequency	Percentage
< 1 Year	14	13.9%
1 – 3 Year	49	48.5%
> 3 Year	38	37.6%
Total	103	100%

Most respondents had worked between one and three years. However, a considerable proportion had more than three years of tenure, indicating a relatively stable workforce.

Analysis Result

This study employed Structural Equation Modeling (SEM), and the results of the outer model are illustrated in Figure 1.

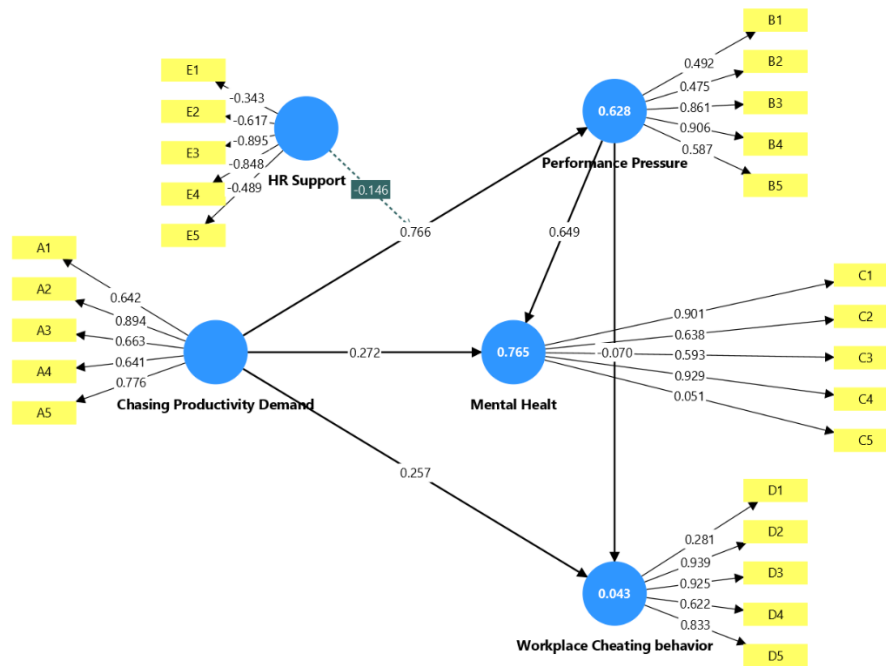


Figure 1. Research Model

This study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships among Chasing Productivity Demand, Performance Pressure, Mental Health, Workplace Cheating Behavior, and Human Resource Support. The analysis was conducted using SmartPLS software to evaluate the measurement model (outer model) and structural model (inner model). Based on the established criteria, the factor or outer loading values were used to determine whether the indicators met the validity requirements, as presented in Table 5.

Table 5. Summary of Research Instrument Validity Testing Results

Variables	Indicators	Outer Loading	Description
Chasing Productivity Demand (X1)	Employees are expected to continuously increase their productivity levels.	0.642	Valid
	Employees are required to complete more work within a limited time.	0.894	Valid
	Productivity targets increase regularly.	0.663	Valid
	Employees are expected to maintain high performance standards.	0.641	Valid
	Organizational success is strongly linked to productivity achievement.	0.776	Valid
Performance Pressure (X2)	Employees feel pressure to achieve demanding performance targets.	0.492	Marginal

	Employees are concerned about meeting organizational expectations.	0.475	Marginal
	Performance evaluations create substantial work pressure.	0.861	Valid
	Employees feel accountable for achieving ambitious goals.	0.906	Valid
	Failure to meet targets may result in negative consequences.	0.587	Marginal
Mental Health (Y1)	I feel emotionally stable while performing my job.	0.901	Valid
	I am able to manage work-related stress effectively.	0.638	Valid
	I feel psychologically healthy in my workplace	0.593	Marginal
	I maintain positive mental wellbeing despite work demands.	0.929	Valid
	I rarely experience emotional exhaustion due to work.	0.051	Not Valid
Workplace Cheating Behavior (Y2)	Employees sometimes manipulate work information to meet targets.	0.281	Not Valid
	Employees may conceal mistakes to avoid negative evaluations.	0.939	Valid
	Employees may exaggerate work outcomes to appear productive.	0.925	Valid
	Employees may bypass procedures to achieve work objectives.	0.622	Valid
	Employees may engage in unethical behavior when facing pressure.	0.833	Valid
HR Support (Z1)	Employees are given full autonomy by their supervisors in carrying out their work.	0.343	Not Valid
	Employees are allowed by their supervisors to use their own judgment when solving work-related problems.	0.617	Marginal
	Employee initiative is encouraged by their supervisors.	0.895	Valid

Employees are permitted by their supervisors to perform their tasks in the manner they consider most appropriate.	0.848	Valid
Supervisors delegate tasks to employees and allow them to complete the work independently.	0.489	Marginal
High levels of employee initiative are permitted by supervisors.	0.782	Valid
Employees are trusted by their supervisors to make sound judgments.	0.826	Valid

Table 5 presents the convergent validity assessment based on the outer loading values of each measurement indicator. Overall, most indicators demonstrate satisfactory convergent validity, with outer loading values exceeding the recommended threshold of 0.70. Several indicators with loading values between 0.60 and 0.70 were retained because they still contributed to the measurement of their respective constructs and were supported by satisfactory construct reliability and convergent validity at the construct level. However, three indicators exhibited outer loading values below the minimum acceptable threshold of 0.40, namely the Mental Health indicator “I rarely experience emotional exhaustion due to work” (0.051), the Workplace Cheating Behavior indicator “Employees sometimes manipulate work information to meet targets” (0.281), and the HR Support indicator “Employees are given full autonomy by their supervisors in carrying out their work” (0.343). These indicators demonstrate weak correlations with their respective latent constructs and should therefore be considered for removal or revision in future research to improve the overall measurement quality. Overall, the remaining indicators adequately represent their respective constructs and provide sufficient evidence of convergent validity for subsequent structural model evaluation.

Table 6. The Result of Cronbach’s Alpha Analysis

Variable	Cronbach’s Alpha	Description
Chasing Productivity Demand (X1)	0.934	Reliable
Performance Pressure (X2)	0.951	Reliable
Mental Health (Y1)	0.933	Reliable
Workplace Cheating Behavior (Y2)	0.894	Reliable
HR Support (Z)	0.921	Reliable

The reliability assessment presented in Table 6 indicates that all constructs demonstrate excellent internal consistency, as evidenced by Cronbach's Alpha values ranging from 0.894 to 0.951, exceeding the recommended threshold of 0.70. These findings suggest that the measurement items consistently capture the intended latent constructs and provide reliable estimates for subsequent structural model analysis. Therefore, the measurement instrument is considered sufficiently reliable for evaluating the proposed relationships among the research variables.

The structural model was assessed using coefficient of determination (R^2) values and path coefficients to evaluate the explanatory power of the model and the relationships among constructs.

Table 7. Path Coefficient (Direct Effect)

Hypothesis	Original Sample (O)	T-Statistic	P-Value	Description
Chasing Productivity Demand (X1) → Performance Pressure (Y1)	0.766	8.527	0.000	Positive Significant
Chasing Productivity Demand (X1) → Mental Health (X2)	0.272	2.814	0.005	Positive Significant
Chasing Productivity Demand (X2) → Workplace Cheating Behavior (Y1)	0.257	2.396	0.017	Positive Significant
Performance Pressure (X2) → Mental Health (Y1)	0.649	7.184	0.000	Positive Significant
Performance Pressure (X2) → Workplace Cheating Behavior (Y2)	-0.070	0.751	0.453	Negative Not Significant

Table 7 presents the results of the direct effect analysis among the research variables. The findings reveal that Chasing Productivity Demand has a positive and statistically significant effect on Performance Pressure, as indicated by a path coefficient of 0.766, a T-statistic of 8.527, and a p-value of 0.000. This finding suggests that increasing organizational productivity demands substantially elevate employees' perceptions of pressure to achieve performance targets. Furthermore, Chasing Productivity Demand has a positive and significant effect on Mental Health, with a path coefficient of 0.272, a T-statistic of 2.814, and a p-value of 0.005. This result indicates that greater productivity demands are associated with changes in employees' mental health conditions.

The analysis also demonstrates that Chasing Productivity Demand positively affects Workplace Cheating Behavior, as reflected by a path coefficient of 0.257, a T-statistic of 2.396, and a p-value of 0.017. It suggests that excessive productivity expectations may encourage employees to engage in unethical workplace behaviors in order to satisfy organizational performance requirements. In addition, Performance Pressure exerts a positive and statistically significant influence on Mental Health, with a path coefficient of 0.649, a T-statistic of 7.184, and a p-value of 0.000. This finding implies that increasing pressure to meet organizational performance expectations is associated with changes in employees' psychological wellbeing. However, the relationship between Performance Pressure and Workplace Cheating Behavior is negative but statistically insignificant, as evidenced by a path coefficient of -0.070, a T-statistic of 0.751, and a p-value of 0.453. Therefore, this hypothesis is not supported, indicating that performance pressure alone is insufficient to explain employees' workplace cheating behavior.

Table 8. Specific Indirect Effect

Hypothesis	Original Sample (O)	T-Statistic	P-Value	Description
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Chasing Productivity Demand (X1) → Performance Pressure (X2) → Mental Health (Y1)	0.497	5.284	0.057	Positive Significant
Chasing Productivity Demand (X1) → Performance Pressure (X2) → Workplace Cheating Behavior (Y2)	-0.054	0.738	0.461	Negative Not Significant

Table 8 presents the results of the mediation analysis. The findings indicate that Performance Pressure significantly mediates the relationship between Chasing Productivity Demand and Mental Health, as evidenced by an indirect effect coefficient of 0.497, a T-statistic of 5.284, and a p-value of 0.000. This finding suggests that higher productivity demands increase employees' perceived performance pressure, which subsequently affects their mental health.

In contrast, the indirect relationship between Chasing Productivity Demand and Workplace Cheating Behavior through Performance Pressure is not statistically significant. The indirect effect coefficient is -0.054, with a T-statistic of 0.738 and a p-value of 0.461. This result indicates that Performance Pressure does not mediate the relationship between productivity demands and workplace cheating behavior.

Table 9. Moderating Effect

Hypothesis	Original Sample (O)	T-Statistic	P-Value	Description
R Support (Z) × Chasing Productivity Demand (X1) → Performance Pressure (X2)	-0.146	2.317	0.021	Negative Significant

Table 9 presents the moderating effect of HR Support on the relationship between Chasing Productivity Demand and Performance Pressure. The interaction effect is negative and statistically significant, with a path coefficient of -0.146, a T-statistic of 2.317, and a p-value of 0.021. This finding indicates that HR Support weakens the positive effect of productivity demands on employees' performance pressure. Employees who receive greater organizational support, supervisory trust, and autonomy tend to experience lower levels of performance pressure even when faced with high productivity demands.

DISCUSSION

This study extends the existing literature on employee wellbeing by explaining how productivity-oriented work environments influence employees' psychological and behavioral outcomes. Drawing upon the Job Demands–Resources (JD-R) framework, the proposed model demonstrates that increasing productivity demands function as critical job demands that elevate performance pressure, subsequently influencing employees' mental health and workplace behavior. In addition, the findings reveal that HR Support serves as an important organizational resource that mitigates the adverse consequences of excessive productivity demands. Overall, the results provide empirical evidence that organizational productivity initiatives should be accompanied by adequate human resource support to sustain employee wellbeing and organizational effectiveness.

H1. Effect of Chasing Productivity Demand on Performance Pressure

The findings support Hypothesis 1, indicating that Chasing Productivity Demand has a positive and significant effect on Performance Pressure ($\beta = 0.766$). This result suggests that increasing productivity expectations imposed by organizations substantially intensify employees' perceived pressure to achieve demanding performance targets. Employees who continuously face

higher productivity demands tend to experience greater concern regarding performance evaluation and target attainment. This finding is consistent with the Job Demands–Resources (JD-R) Theory, which defines job demands as physical, psychological, social, or organizational aspects of work that require sustained physical and psychological effort (Bakker & Demerouti, 2017). Similarly, Kubicek et al. (2015) describe work intensification as increasing work demands during the time spent working, indicating that employees are expected to accomplish more tasks within the same amount of time. As work demands become more intensive, employees are more likely to perceive greater pressure to maintain performance and achieve organizational targets (Kubicek et al, 2015). These findings suggest that organizations should carefully manage productivity expectations to prevent excessive performance pressure.

H2. Effect of Chasing Productivity Demand on Mental Health

The results demonstrate that Chasing Productivity Demand significantly influences employees' mental health ($\beta = 0.272$). Increasing productivity expectations expose employees to prolonged psychological strain, reducing their overall mental wellbeing. This finding is consistent with the Job Demands–Resources (JD-R) Theory, which proposes that excessive job demands require sustained physical and psychological effort, eventually leading to strain and impaired wellbeing when adequate job resources are unavailable (Bakker & Demerouti, 2017). Likewise, the World Health Organization (2022) recognizes that unhealthy working conditions, including excessive workloads, long working hours, and negative organizational practices, constitute major occupational risk factors for poor mental health (WHO, 2022). Employees who are continuously required to meet demanding productivity expectations are therefore more vulnerable to experiencing psychological distress and reduced mental wellbeing. These findings suggest that organizations should carefully manage productivity expectations while providing adequate organizational resources to protect employees' mental health.

H3. Effect of Chasing Productivity Demand on Workplace Cheating Behavior

The findings indicate that Chasing Productivity Demand positively affects Workplace Cheating Behavior ($\beta = 0.257$). Employees experiencing excessive productivity expectations may be more likely to engage in unethical workplace behaviors to achieve organizational targets. This finding is consistent with Conservation of Resources (COR) Theory, which suggests that employees experiencing resource depletion may adopt defensive or counterproductive behaviors to preserve their remaining resources. Recent evidence further demonstrates that performance pressure contributes to unethical pro-organizational behavior through increased job strain, while supportive work environments can mitigate these adverse effects (Byun et al, 2025). Moreover, contemporary reviews on counterproductive work behavior indicate that excessive job stress, organizational pressure, and unfavorable work environments are important antecedents of deviant workplace behavior (Zappala et al, 2022).

H4. Effect of Performance Pressure on Mental Health

The results reveal that Performance Pressure has a positive and significant effect on Mental Health ($\beta = 0.649$). Employees who constantly experience pressure to meet organizational performance expectations are more likely to experience psychological strain and reduced mental wellbeing. This finding is consistent with recent evidence indicating that high job demands and sustained work pressure impair employees' health and increase burnout over time. A comprehensive meta-analysis by Pletzer et al (2024) found that unfavorable work conditions within the Job Demands–Resources framework are associated with poorer employee health through the health-impairment pathway (Pletzer et al, 2024). Likewise, research by Herr et al (2023) showed that employees who perceive higher job demands report poorer mental health, whereas adequate job resources are associated with better psychological wellbeing (Herr, 2023). These findings suggest that organizations should carefully manage performance expectations and provide sufficient organizational resources to protect employees' mental health.

H5. Moderating Role of HR Support

The findings indicate that HR Support significantly weakens the relationship between Chasing Productivity Demand and Performance Pressure ($\beta = -0.146$). This finding suggests that organizational support practices, including supervisory autonomy, trust, and employee assistance, function as important job resources that help employees cope with demanding work conditions. Consistent with the Job Demands–Resources (JD-R) model, Lesener et al (2018) demonstrated that job resources promote employee wellbeing and work engagement. In contrast, excessive job demands increase employee strain (Lesener et al, 2018). Likewise, Tisu et al. reported that employees possessing stronger personal and work-related resources experience better mental health and job performance through higher work engagement (Tisu et al, 2019). Collectively, these findings support the argument that strengthening organizational resources can mitigate the adverse consequences of excessive work demands and foster healthier and more productive employees.

CONCLUSION

This study investigated the relationships among Chasing Productivity Demand, Performance Pressure, Mental Health, and Workplace Cheating Behavior, while examining the moderating role of HR Support using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The findings provide empirical evidence that increasing productivity demands significantly influence employees' psychological and behavioral outcomes. Specifically, Chasing Productivity Demand was found to have a positive and significant effect on Performance Pressure, indicating that higher organizational productivity expectations increase employees' perceived pressure to achieve demanding performance targets. In addition, productivity demands were shown to have a direct positive effect on both Mental Health and Workplace Cheating Behavior, suggesting that excessive productivity expectations not only affect employees' psychological wellbeing but may also encourage unethical workplace behavior.

The study also demonstrates that Performance Pressure has a significant positive effect on Mental Health, highlighting that employees who experience greater pressure to meet organizational expectations are more likely to encounter psychological strain. However, the relationship between Performance Pressure and Workplace Cheating Behavior was not statistically significant, indicating that performance pressure alone is insufficient to explain employees' unethical workplace behavior. This finding suggests that workplace cheating behavior is likely influenced by additional organizational, ethical, or individual factors that were not included in the present model. Furthermore, the findings confirm the important role of HR Support as a moderating variable. Effective supervisory support, employee autonomy, and organizational assistance significantly weaken the positive relationship between productivity demands and performance pressure.

This result underscores the importance of supportive human resource practices in helping employees cope with increasing organizational demands and maintaining healthier work environments. From a theoretical perspective, this study extends the Job Demands–Resources (JD-R) Theory by demonstrating that HR Support functions as a valuable organizational resource capable of buffering the negative consequences of excessive productivity demands. Practically, the findings suggest that organizations should balance productivity expectations with comprehensive employee support initiatives, including supervisory empowerment, stress management programs, and employee wellbeing interventions. Such practices can reduce performance pressure while promoting sustainable employee health and organizational performance.

Although this study provides meaningful theoretical and practical contributions, several limitations should be acknowledged. The research employed a cross-sectional design, preventing causal inferences over time, and focused solely on employees within the garment manufacturing industry in Sukoharjo, which may limit the generalizability of the findings. Future studies are encouraged to employ longitudinal research designs, include broader industrial sectors, and incorporate additional variables such as organizational justice, ethical climate, psychological safety,

resilience, or burnout to further explain employees' psychological and behavioral responses under increasing productivity demands.

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