

Work Discipline and Employee Performance: The Mediating Role of Employee Well-Being

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ABSTRACT

Purpose – This study investigates the effects of work discipline and work stress on employee performance, with employee well-being serving as a mediating variable among inbound call center agents at PT Infomedia Nusantara, Telkomsel Bandung service.

Methodology/approach – A quantitative explanatory design was employed using a survey of 155 inbound call center agents selected through simple random sampling. Data were collected using structured questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.

Findings – The results indicate that work discipline has a positive and significant effect on both employee performance and employee well-being. Employee well-being also positively influences employee performance and partially mediates the relationship between work discipline and employee performance. In contrast, work stress has no significant effect on employee well-being or employee performance and does not indirectly influence employee performance through employee well-being.

Novelty – This study extends the application of the Job Demands–Resources (JD-R) framework in the Indonesian Business Process Outsourcing (BPO) industry by demonstrating that employee well-being functions as an important psychological mechanism linking work discipline to employee performance in a high-demand call center environment.

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INTRODUCTION

The Business Process Outsourcing (BPO) industry has become one of the most important sectors in supporting organizational competitiveness and digital transformation. Within this industry, customer relationship management services through call center operations play a strategic role as the primary interface between organizations and customers. Increasing customer expectations regarding responsiveness, service quality, and problem resolution have forced organizations to continuously improve operational efficiency and employee performance.

PT Infomedia Nusantara, as one of the largest Business Process Outsourcing companies in Indonesia and part of the Telkom Group ecosystem, manages customer interaction services for various strategic industries, including Telkomsel telecommunications services. Among the available customer

interaction channels, inbound call center services represent one of the most demanding work environments because employees are expected to handle large interaction volumes, manage emotional labor, and maintain service quality while complying with strict operational targets and service level agreements.

Although the operational performance of the inbound call center remains relatively high, several important service indicators experienced declines during the observation period. Service Level decreased from 96.95% in 2023 to 89.15% in 2024, while Transactional Net Promoter Score (tNPS) declined from 53.09 to 47.07 during the same period. These fluctuations indicate that employee performance in the call center environment is influenced not only by technical capabilities but also by behavioral and psychological factors within the workplace. Such conditions encourage organizations to better understand the determinants of sustainable employee performance in high-pressure service industries.

Previous studies have identified work discipline as one of the main determinants of employee performance. Employees with strong discipline tend to comply with organizational procedures, maintain service consistency, and manage working time effectively, leading to improved organizational outcomes. Research conducted in the Indonesian call center environment also confirmed that work discipline positively and significantly affects employee performance (Prayoga & Gumilar, 2024).

On the other hand, work stress has often been associated with lower productivity and declining employee performance. According to the Job Demands–Resources (JD-R) theory, excessive job demands consume employees' psychological and physical resources, reducing their ability to maintain optimal work outcomes. In the Indonesian context, Saraswati and Indiyati (2022) found that work stress negatively and significantly affects job performance among Generation Z employees, indicating that stressful work environments may reduce employees' effectiveness and productivity, particularly in service-oriented organizations.

Recent studies in human resource management have emphasized the importance of employee well-being and work-life balance as psychological resources that enhance employee performance. Christy and Indiyati (2025)) demonstrated that work-life balance significantly contributes to improving employee performance in flexible working environments, while Firdausi and Indiyati (2025) found that work-life balance plays a mediating role in explaining the relationship between flexible working arrangements and employee productivity. These findings suggest that employees' psychological well-being has become an increasingly important factor in determining organizational effectiveness in modern workplaces.

Employee well-being refers to employees' psychological, emotional, and social conditions that enable them to function effectively in their work environment. Employees with higher levels of well-being tend to demonstrate stronger motivation, engagement, adaptability, and performance. Conversely, deteriorating well-being may reduce employees' ability to cope with workplace demands and maintain service quality. Previous studies also suggest that employee well-being may serve as an important psychological mechanism that explains how workplace conditions influence employee outcomes (Shi et al., 2023; Yang et al., 2024).

Despite the growing body of literature on employee performance, limited studies have simultaneously examined the relationships among work discipline, work stress, employee well-being, and employee performance within the Indonesian BPO call center industry. Furthermore, previous findings regarding the influence of work stress on employee performance remain inconsistent across industries and organizational contexts. This gap indicates the need for further investigation regarding the psychological mechanisms underlying employee performance in highly demanding service environments.

Therefore, this study aims to examine the effects of work discipline and work stress on employee performance through employee well-being as a mediating variable among inbound call center agents of PT Infomedia Nusantara. This study contributes to the human resource management literature by extending the application of the Job Demands–Resources theory in the Indonesian call center industry and by providing empirical evidence regarding the mediating role of employee well-being in explaining employee performance outcomes.

LITERATURE REVIEW

Job Demands-Resources Theory (JD-R)

The Job Demands–Resources (JD-R) theory, developed by Bakker and Demerouti (2007), explains that employee performance is influenced by the interaction between job demands and job resources available in the workplace. Job demands refer to the physical, psychological, social, or organizational aspects of work that require sustained effort and are therefore associated with physiological and psychological costs. In contrast, job resources are aspects of work that help employees achieve work goals, reduce job demands, and promote motivation, learning, and personal development (Bakker & Demerouti, 2017).

Within the call center industry, employees are frequently exposed to high workloads, emotional labor, continuous performance monitoring, and service-level pressures that may increase work stress and reduce employee well-being. However, adequate job resources, such as supportive supervision, clear work procedures, and organizational support, can mitigate these negative effects and enhance employee well-being and performance (Lesener et al., 2023). Therefore, the JD-R theory provides a relevant framework for explaining the relationships among work discipline, work stress, employee well-being, and employee performance in this study.

Work Discipline

Work discipline refers to employees' commitment and willingness to comply with organizational rules, procedures, and work standards established to achieve organizational objectives. Rather than merely reflecting compliance with formal regulations, work discipline represents consistent work behaviors that promote responsibility, punctuality, and adherence to organizational policies, thereby supporting sustainable organizational performance (Hasibuan et al., 2026).

In service industries such as call centers, work discipline is particularly important because service quality depends on employees' punctuality, compliance with standard operating procedures, and consistency in service delivery. Employees who demonstrate higher levels of work discipline are more likely to maintain service quality, minimize operational errors, and achieve organizational performance targets effectively (Yang et al., 2024).

According to Goal Setting Theory, disciplined employees tend to align their behaviors with organizational goals and performance expectations. Therefore, work discipline can be regarded as an important organizational resource that enhances employee well-being and contributes to improved employee performance.

Work Stress

Work stress refers to employees' physical and psychological responses that arise when job demands exceed their abilities and available resources to cope with work-related challenges. According to the

Job Demands–Resources (JD-R) theory, excessive job demands consume employees' physical and psychological resources, increasing the risk of strain, burnout, and reduced work performance (Bakker & Demerouti, 2017).

In the call center industry, employees are frequently exposed to intensive customer interactions, continuous performance monitoring, heavy workloads, and emotional labor, making them particularly vulnerable to work stress. These demanding working conditions may reduce employee well-being and hinder performance when adequate organizational resources are unavailable (Lesener et al., 2023).

Previous studies have generally reported that work stress negatively affects employee attitudes, well-being, and organizational outcomes. Nevertheless, empirical findings remain inconsistent, suggesting that the effects of work stress may vary depending on organizational support, employee resilience, and the specific characteristics of different industries and work environments (Shi et al., 2023).

Employee Well-Being

Employee well-being refers to employees' positive psychological, physical, and social conditions that enable them to function effectively in the workplace. According to Dong and Yan (2022), employee well-being reflects employees' overall perceptions of their physical, psychological, and social welfare within the organization, which influence their ability to sustain positive work attitudes and performance.

Recent human resource management literature increasingly recognizes employee well-being as a strategic organizational resource rather than merely an employee welfare issue. Organizations that foster employee well-being tend to achieve higher employee engagement, stronger organizational commitment, lower turnover intention, and improved job performance (Shi et al., 2023).

Furthermore, employees with higher levels of well-being are more likely to demonstrate greater motivation, resilience, and trust in their supervisors, enabling them to perform more effectively in dynamic work environments (Yang et al., 2024). These findings highlight that employee well-being has become an increasingly important determinant of sustainable organizational effectiveness in modern workplaces.

Employee Performance

Employee performance represents employees' effectiveness in accomplishing assigned tasks and achieving organizational objectives through the quality, quantity, and timeliness of their work outcomes.

In service-oriented organizations, employee performance is recognized as a critical factor influencing organizational competitiveness and long-term sustainability (Yang et al., 2024). Within call center operations, employee performance is commonly evaluated through operational indicators, including service quality, service level achievement, first call resolution, handling efficiency, and customer satisfaction.

Maintaining high employee performance is therefore essential for ensuring consistent service excellence and customer satisfaction. Previous studies have demonstrated that employee performance is influenced by various organizational and psychological factors, particularly work discipline, work stress, and employee well-being (Shi et al., 2023; Yang et al., 2024).

Likewise, Marsandya et al. (2024) reported that work discipline significantly improves employee performance by encouraging employees to perform their duties more effectively and consistently. Nevertheless, studies examining the simultaneous relationships among work discipline, work stress, employee well-being, and employee performance in the Indonesian Business Process Outsourcing (BPO) call center industry remain limited, highlighting the need for further investigation..

Research Framework

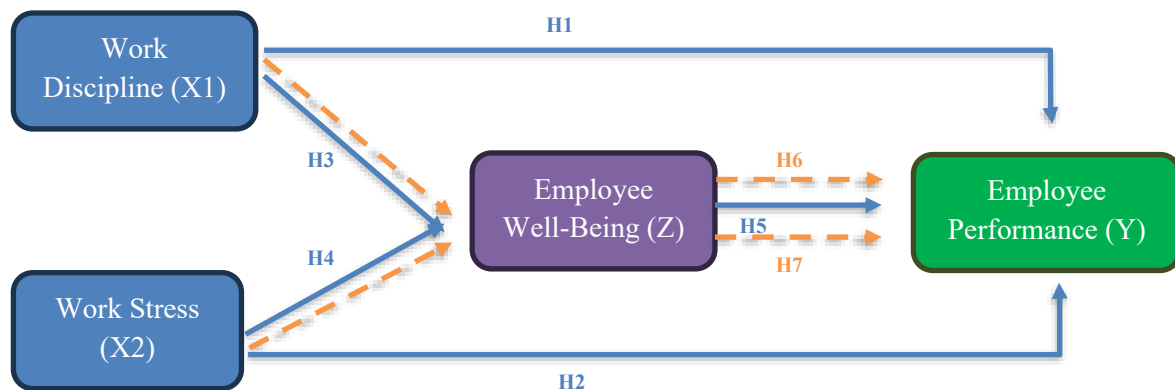


Figure 1. Research Framework

Hypotheses Development

H1: The effect of Work Discipline on Employee Performance.

H2: The effect of Work Stress on Employee Performance.

H3: The effect of Work Discipline on Employee Well-Being.

H4: The effect of Work Stress on Employee Well-Being.

H5: The effect of Employee Well-Being on Employee Performance.

H6: The mediating role of Employee Well-Being in the relationship between Work Discipline and Employee Performance.

H7: The mediating role of Employee Well-Being in the relationship between Work Stress and Employee Performance.

METHOD

This study employed a quantitative research approach to examine the relationships among work discipline, work stress, employee well-being, and employee performance among inbound call center agents of PT Infomedia Nusantara serving Telkomsel Bandung customers. A quantitative approach was considered appropriate because this study aimed to test hypotheses and analyze causal relationships among latent variables using statistical techniques. The population of this study consisted of inbound call center agents working in the Telkomsel Bandung service unit of PT Infomedia Nusantara. The target population included 252 active agents who met the predetermined research criteria. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 155 respondents. Subsequently, respondents were selected using a simple random sampling technique to ensure that each member of the population had an equal opportunity to participate in the study.

Data were collected through a structured questionnaire distributed electronically using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The questionnaire consisted of four latent variables comprising work discipline, work stress, employee well-being, and employee performance. Work discipline was measured through indicators related to attendance discipline, adherence to standard operating procedures, service quality discipline, and time utilization discipline. Work stress was measured using indicators associated with workload pressure, emotional labor,

performance monitoring pressure, and work fatigue. Employee well-being was assessed through psychological, physical, and social well-being dimensions, while employee performance was evaluated through service quality, handling efficiency, first call resolution, and customer satisfaction indicators. The theoretical foundation of the measurement instrument was primarily adapted from the Copenhagen Psychosocial Questionnaire (COPSOQ) framework and previous human resource management studies relevant to the call center industry context. Prior to data collection, the questionnaire instrument underwent validity and reliability assessments to ensure the adequacy of the measurement model.

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4 software. SEM-PLS was selected because it is appropriate for predictive research models involving multiple latent variables and mediation relationships and does not require strict assumptions regarding data normality or sample size distribution. The analysis was conducted in two stages. The first stage involved evaluating the measurement model (outer model) through convergent validity, discriminant validity, and construct reliability assessments using indicator loading values, Average Variance Extracted (AVE), Composite Reliability (CR), Cronbach's Alpha (CA), Fornell-Larcker Criterion, and Heterotrait-Monotrait Ratio (HTMT). The second stage involved evaluating the structural model (inner model) through the coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), path coefficient analysis, and mediation analysis using the bootstrapping procedure. Hypotheses were considered statistically significant when the T-statistic value exceeded 1.96 and the p-value was below 0.05.

RESULT AND DISCUSSION

Respondent Characteristics

A total of 155 inbound call center agents of PT Infomedia Nusantara serving Telkomsel Bandung customers participated in this study. The respondents represented various demographic characteristics, including gender, age, educational background, and tenure within the organization. The majority of respondents belonged to the productive working-age group and possessed substantial experience in handling customer interactions in the call center environment. These respondent characteristics provide a comprehensive representation of employees working in the Indonesian Business Process Outsourcing (BPO) industry and support a broader understanding of the factors influencing work discipline, work stress, employee well-being, and employee performance among inbound call center agents. Furthermore, the relatively homogeneous operational environment of the respondents strengthens the internal consistency of the findings obtained in this study.

Table 1. Respondent Description

Characteristics	Category	Frequency	Presentase
Gender	Man	65	41.9%
	Woman	90	58.1%
	Total	155	100%
Age	< 25 years old	14	9.0%
	25 - 30 years old	81	52.3%
	31 - 35 years old	47	30.3%
	> 35 years old	13	8.4%
	Total	155	100%
Length of Work	< 1 year	35	22.6 %
	1 - 3 year	46	29.7 %
	4 - 6 year	40	25.8 %
	> 6 year	34	21.9 %
	Total	155	100%
Education	High School	1	0.6%
	Diploma	23	14.8%
	S1	131	84.6%
	Total	155	100%

Analysis Results

Convergent Validity

1. Factor Loading

Table 2. Factor Loading Assessment

Construct	Indicators	Outer Loading
Work Discipline	X11	0,809
Work Discipline	X12	0,902
Work Discipline	X13	0,909
Work Discipline	X14	0,833
Work Stress	X21	0,990
Work Stress	X22	0,732
Work Stress	X23	0,719
Employee Performance	Y1	0,851
Employee Performance	Y2	0,766
Employee Performance	Y3	0,865
Employee Performance	Y4	0,806
Employee Performance	Y5	0,873
Employee Well-Being	Z1	0,912
Employee Well-Being	Z2	0,831
Employee Well-Being	Z3	0,862

Table 2 presents the results of the factor loading assessment for all measurement indicators. According to Hair et al. (2022), outer loading values above 0.70 indicate adequate indicator reliability. As shown in Table 2, all indicators achieved outer loading values between 0.719 and 0.990, exceeding the recommended threshold. Therefore, all indicators were considered valid and retained for subsequent analysis.

Outer Model

Table 3. Measurement Model Assessment

Construct	AVE	CR	CA
Work Discipline	0,747	0,922	0,887
Work Stress	0,684	0,864	0,887
Employee Performance	0,694	0,919	0,889
Employee Well-Being	0,755	0,902	0,839

As presented in Table 3, the measurement model assessment demonstrates satisfactory convergent validity and construct reliability. All constructs achieved Average Variance Extracted (AVE) values above the recommended threshold of 0.50, ranging from 0.684 to 0.755, indicating adequate convergent validity. In addition, the Composite Reliability (CR) values ranged from 0.864 to 0.922, while Cronbach's Alpha (CA) values ranged from 0.839 to 0.889, exceeding the recommended threshold of 0.70 (Hair et al., 2022). Therefore, the measurement model satisfies the requirements for validity and reliability and is suitable for further structural model evaluation.

Inner Model

Table 4. Coefficient of Determination

Influence Between Variables	R ²
Employee Performance	0,574
Employee Well-Being	0,502

As presented in Table 4, the coefficient of determination (R^2) indicates that Work Discipline, Work Stress, and Employee Well-Being jointly explain 57.4% of the variance in Employee Performance ($R^2 = 0.574$). Meanwhile, Work Discipline and Work Stress explain 50.2% of the variance in Employee Well-Being ($R^2 = 0.502$). These findings suggest that the structural model possesses moderate explanatory power in predicting employee outcomes among inbound call center agents.

Table 5. Predictive Relevance

Influence Between Variables	Q ²
Employee Performance	0,385
Employee Well-Being	0,364

As shown in Table 5, the predictive relevance (Q^2) analysis indicates that all endogenous constructs have Q^2 values greater than zero, with Employee Performance achieving a value of 0.385 and Employee Well-Being a value of 0.364. These results demonstrate that the proposed structural model has adequate predictive relevance and satisfactory predictive capability for explaining the endogenous constructs.

Table 6. Effect Size

Influence Between Variables	f-Square
H1: Work Discipline → Employee Performance	0,309
H2: Work Discipline → Employee Well-Being	1,006
H3: Work Stress → Employee Performance	0,006
H4: Work Stress → Employee Well-Being	0,011
H5: Employee Well-Being → Employee Performance	0,098

As presented in Table 6, the effect size (f^2) analysis reveals that Work Discipline has a moderate effect on Employee Performance ($f^2 = 0.309$) and a large effect on Employee Well-Being ($f^2 = 1.006$). In contrast, Work Stress exhibits negligible effects on both Employee Performance ($f^2 = 0.006$) and Employee Well-Being ($f^2 = 0.011$), while Employee Well-Being has a small effect on Employee Performance ($f^2 = 0.098$). These findings indicate that Work Discipline is the strongest predictor in the structural model.

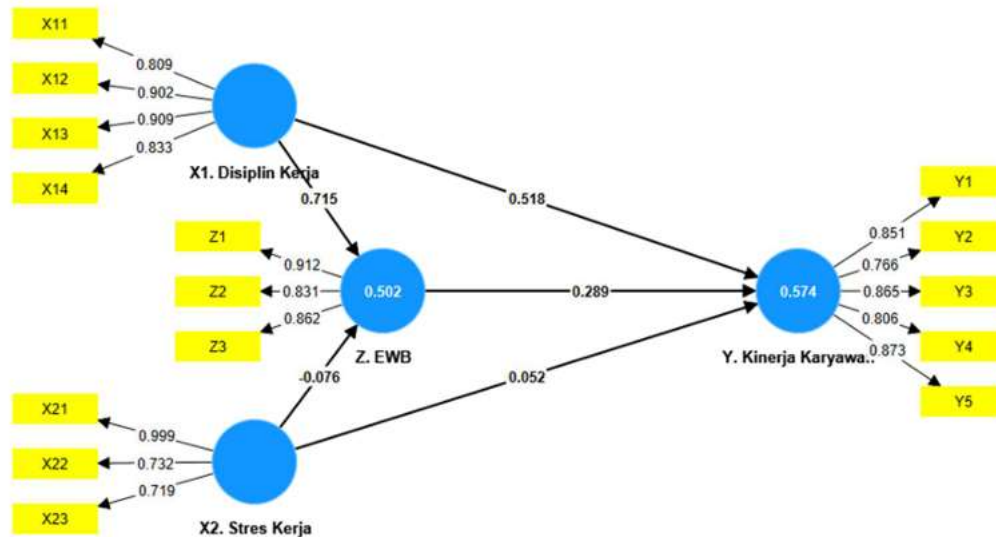


Figure 2. Structural Model (Inner Model)

Figure 2 presents the structural model generated using SmartPLS 4. The results indicate that Work Discipline positively affects Employee Well-Being ($\beta = 0.715$), while Work Stress has a negative and insignificant effect on Employee Well-Being ($\beta = -0.076$). Furthermore, Employee Well-Being positively affects Employee Performance ($\beta = 0.289$). The model explains 50.2% of the variance in Employee Well-Being ($R^2 = 0.502$) and 57.4% of the variance in Employee Performance ($R^2 = 0.574$). In addition, Employee Well-Being significantly mediates the relationship between Work Discipline and Employee Performance but does not mediate the relationship between Work Stress and Employee Performance.

Hypothesis Testing

Table 7. Direct Effect Test

Influence Between Variables	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	P Values	Result
H1: Work Discipline → Employee Performance	0.518	0,081	6,375	0,000	Accepted
H2: Work Stress → Employee Performance	0.052	0.088	0.592	0.554	Rejected
H3: Work Discipline → Employee Well-Being	0.715	0.039	18.458	0.000	Accepted
H4: Work Stress → Employee Well-Being	-0.076	0.094	0.811	0.417	Rejected
H5: Employee Well-Being → Employee Performance	0.289	0.086	3.377	0.001	Accepted

As presented in Table 7, the direct effect analysis indicates that Work Discipline has a positive and significant effect on Employee Performance ($\beta = 0.518$, $p < 0.001$) and Employee Well-Being ($\beta = 0.715$, $p < 0.001$). In contrast, Work Stress has no significant effect on Employee Performance ($\beta = 0.052$, $p = 0.554$) or Employee Well-Being ($\beta = -0.076$, $p = 0.417$). Furthermore, Employee Well-Being has a positive and significant effect on Employee Performance ($\beta = 0.289$, $p = 0.001$). These findings indicate that H1, H3, and H5 are supported, whereas H2 and H4 are not supported.

Table 8. Indirect Effect Test

Variables	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	P Values	Result
H6: Work Discipline $\rightarrow$ Z $\rightarrow$ Employee Performance	0.207	0.064	3.248	0.001	Accepted
H7: Work Stress $\rightarrow$ Z $\rightarrow$ Employee Performance	-0.022	0.027	0.804	0.422	Rejected

As presented in Table 8, the indirect effect analysis indicates that Employee Well-Being significantly mediates the relationship between Work Discipline and Employee Performance ($\beta = 0.207$, $p = 0.001$), providing empirical support for H6. In contrast, Employee Well-Being does not significantly mediate the relationship between Work Stress and Employee Performance ($\beta = -0.022$, $p = 0.422$); therefore, H7 is not supported.

Discussion

The findings of this study provide empirical evidence regarding the role of employee well-being in explaining the relationships among work discipline, work stress, and employee performance within the Indonesian Business Process Outsourcing (BPO) industry. As presented in Tables 7 and 8, the hypothesis testing results demonstrate that work discipline and employee well-being significantly influence employee performance, whereas work stress has no significant effect on either employee well-being or employee performance. These findings highlight that positive organizational resources contribute more substantially to employee performance than job demands within the context of inbound call center services.

As presented in Table 7, work discipline has a positive and significant effect on employee performance. This finding suggests that employees who consistently comply with organizational regulations, maintain punctuality, and adhere to standard operating procedures are more likely to achieve higher performance levels. This result supports Goal Setting Theory, which argues that clear behavioral expectations encourage employees to direct their efforts toward organizational objectives. The finding is consistent with Shi et al. (2023), who reported that organizational practices promoting disciplined work behaviors improve employee performance by enhancing employees' work engagement and well-being. Similarly, Kustini et al. (2025) found that work discipline significantly contributes to improving employee performance through strengthened organizational commitment. However, unlike studies conducted in manufacturing organizations where work discipline mainly affects productivity, the present study indicates that in the call center industry, work discipline also supports service quality by ensuring consistent adherence to operational procedures.

Table 7 also shows that work stress does not significantly affect employee performance. This finding differs from the Job Demands–Resources (JD-R) model proposed by Bakker and Demerouti (2017), which suggests that excessive job demands generally reduce employee performance through exhaustion and burnout. Nevertheless, the present result is consistent with Yozgat et al. (2013), who argued that resilience and emotional intelligence enable employees to maintain their performance despite experiencing work-related stress. One possible explanation is that inbound call center employees operate within highly standardized work systems, receive continuous supervision, and are supported by structured operational procedures that reduce the detrimental impact of work stress on performance.

Furthermore, Table 7 indicates that work discipline positively and significantly affects employee well-being. This finding supports Self-Regulation Theory, which suggests that clear behavioral standards and self-monitoring encourage psychological stability and positive work experiences. The result is also in line with Yang et al. (2024), who demonstrated that positive organizational practices enhance employee well-being by increasing employees' trust, job satisfaction, and psychological comfort. Likewise, Kustini et al. (2025) emphasized that work discipline contributes to organizational effectiveness by fostering a supportive work environment that enhances employees' overall well-being.

Conversely, Table 7 reveals that work stress does not significantly influence employee well-being. This finding contrasts with the JD-R theory and previous studies reporting that excessive job demands generally reduce employee well-being (Lesener et al., 2023). A possible explanation is that PT Infomedia Nusantara has implemented organizational support mechanisms, including standardized operating procedures, coaching, and supervisory support, which may buffer the adverse effects of work stress. Consequently, employees are able to maintain acceptable levels of well-being despite experiencing relatively demanding work conditions.

The results presented in Table 7 further demonstrate that employee well-being positively and significantly affects employee performance. Employees with higher levels of psychological, physical, and social well-being tend to exhibit stronger motivation, greater engagement, and better service quality. This finding is consistent with Yang et al. (2024), who reported that employee well-being enhances job performance through increased job satisfaction and trust in supervisors. Similarly, Shi et al. (2023) found that employees with higher levels of happiness and health-related well-being consistently demonstrate superior individual performance.

Finally, as presented in Table 8, the mediation analysis demonstrates that employee well-being significantly mediates the relationship between work discipline and employee performance. This finding indicates that work discipline improves employee performance not only directly but also indirectly by enhancing employee well-being. The result supports the JD-R perspective, which emphasizes that organizational resources contribute to performance through motivational processes (Bakker & Demerouti, 2017). However, employee well-being does not mediate the relationship between work stress and employee performance because work stress has no significant direct effect on either employee well-being or employee performance. This finding differs from several previous studies that identified employee well-being as a mediator between job demands and performance, suggesting that the effectiveness of well-being as a mediating mechanism may depend on the organizational context and the availability of work resources.

Overall, the findings suggest that strengthening work discipline and promoting employee well-being represent more effective human resource management strategies than focusing solely on reducing work stress. In the Indonesian BPO call center industry, clear operational procedures, organizational support, and employee well-being appear to play a more important role in sustaining employee performance under demanding service conditions.

CONCLUSION

This study examined the effects of work discipline and work stress on employee performance through employee well-being as a mediating variable among inbound call center agents of PT Infomedia Nusantara serving Telkomsel Bandung customers. The findings indicate that work discipline has a positive and significant effect on both employee performance and employee well-being, while employee well-being also positively and significantly influences employee performance. Furthermore,

employee well-being partially mediates the relationship between work discipline and employee performance. In contrast, work stress was found to have no significant effect on either employee well-being or employee performance. Consequently, employee well-being does not mediate the relationship between work stress and employee performance. These findings suggest that employees in the inbound call center environment may possess sufficient resilience and adaptive capabilities to maintain their well-being and performance despite experiencing relatively high work demands.

This study contributes to the human resource management literature by extending the application of the Job Demands-Resources (JD-R) framework within the Indonesian Business Process Outsourcing (BPO) industry. The findings highlight that organizational resources, particularly work discipline and employee well-being, play more important roles in sustaining employee performance than work stress within the call center context. From a managerial perspective, organizations should prioritize initiatives aimed at strengthening work discipline while simultaneously promoting employee well-being through supportive work environments, employee assistance programs, recognition systems, and well-being initiatives. Such strategies may help organizations achieve sustainable improvements in employee performance and service quality within highly demanding service industries.

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