

The Influence of Work-Life Balance and Physical Work Environment on Employee Performance: The Mediating Role of Job Satisfaction among Healthcare Workers in Public Health Centers

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ABSTRACT: This study aims to analyze the effects of WLB and the physical work environment on health workers' performance at public health centers (Puskesmas) in Barito Kuala Regency, with job satisfaction as a mediating variable. A quantitative causal design was applied with a saturated sample of 130 health workers (physicians, nurses, and midwives). Data were collected using questionnaires and analyzed through Structural Equation Modeling (SEM) with SmartPLS 3.0. The findings show that WLB significantly influences both performance and job satisfaction. The physical work environment significantly influences job satisfaction but does not directly influence performance. Furthermore, job satisfaction significantly impacts performance and mediates the effects of both WLB and the physical work environment on performance. Job satisfaction is a key factor mediating the relationship between WLB, the physical work environment, and performance. Practically, health center management should strengthen work-life balance policies, improve physical working conditions, and enhance job satisfaction to optimize health workers' performance.

Keywords: Work-Life Balance, Physical Work Environment, Job Satisfaction, Performance, Health Workers.

I. INTRODUCTION

The performance of healthcare workers is often affected by various factors, including work-life balance and the physical work environment. According to Robbins (2013), work-life balance is key to achieving optimal satisfaction and performance within an organization. This is particularly relevant for healthcare workers, who often face high workloads in their work environments.

Health workers at Community Health Centers (Puskesmas) play a central role in public health services. However, the ratio of health workers to the population remains below WHO standards, indicating a high workload. This situation has the potential to disrupt work-life balance and is perceived to affect their satisfaction and performance. Other factors, such as the physical work environment, are also suspected to contribute. Therefore, this study analyzes the influence of work-life balance and the physical work environment on health worker performance, with job satisfaction as a mediating variable.

Work-life balance is a growing issue, particularly in the healthcare sector. Healthcare workers working in community health centers (Puskesmas) play a central role in providing quality healthcare services to the community. The daily lives of healthcare workers often present challenges in achieving work-life balance, particularly due to the high demands of their jobs and the need to focus on both public and individual health.

This is reinforced by Wang's (2017) research, which shows that healthcare workers who cannot manage their work-life balance are prone to burnout, which negatively impacts their performance. Community health centers, as primary healthcare service units, have a significant responsibility in providing services to the community. However, less-than-ideal work-life balance and physical work environments often lead to stress in healthcare workers, which impacts their performance (Wang, 2017).

The physical work environment is also a key factor contributing to the effectiveness of healthcare workers. Robbins (2013) states that factors such as comfort, safety, and adequate facilities in the workplace can increase employee productivity. Covey (1989) emphasizes that a supportive and comfortable environment can enhance productivity and collaboration. Community health centers with a supportive work environment will create a conducive atmosphere for healthcare workers to provide optimal services to the community.

Healthcare workers who are satisfied with their jobs tend to perform better, which in turn positively impacts the quality of healthcare services. Job satisfaction is another important factor that needs to be considered in providing optimal quality healthcare services to the public. Robbins (2013) emphasized that job satisfaction is closely related to employee performance. Covey (1989) emphasized that job satisfaction is related

to an individual's ability to fulfill personal and professional needs. Healthcare workers who are satisfied with their jobs tend to perform better. In research by Wang (2017), job satisfaction can be influenced by work-life balance and a positive work environment, thus creating a positive cycle that improves healthcare worker performance.

Employee performance is a crucial aspect of human resource (HRM) management that influences organizational success. The performance of healthcare workers at community health centers (Puskesmas) is crucial in ensuring quality healthcare services for the community. Stephen Robbins, a leading expert in management and organizational behavior, provides various relevant concepts and theories for understanding and improving employee performance. According to Robbins (2013), employee performance refers to the work results achieved by an individual or group within an organization, measured against established standards and objectives. Performance encompasses not only the quantity of output but also its quality, efficiency, and contribution to organizational goals.

II. LITERATURE REVIEW

2.1.1 Work Life Balance

In the healthcare sector, where healthcare workers often experience high levels of work pressure, achieving a good work-life balance is a challenge. According to Covey (1989), prioritizing the truly important things that have the greatest impact and making time for personal life are key to achieving balance in life through ongoing self-care, including physical, mental, emotional, and spiritual well-being. By taking care of oneself, one can improve performance in both work and personal life. Work-life balance is closely related to several indicators, as follows:

- a. Balance of roles in life and work
- b. Correct and clear priorities
- c. Effective time management
- d. Proactive in maintaining work-life balance

According to Wang (2017), the work-life balance indicators in his research include several important aspects that can be measured to evaluate the balance between work and personal life. Some of these indicators include:

Job Satisfaction: The extent to which individuals are satisfied with their jobs and feel that the work does not interfere with aspects of their personal lives.

- a. Time spent on family and recreation: How much time can be allocated to activities outside of work, such as family, recreation, and personal activities that support psychological well-being.
- b. Workload: Measures how much job demands (long working hours, work pressure, and stress levels) can affect a worker's work-life balance.
- c. Work flexibility: This indicator refers to the extent to which individuals have flexibility in managing their work time and place, which plays an important role in creating a balance between work and personal life.
- d. Mental and Physical Health: Work-life balance can also be measured by its impact on an individual's physical and mental well-being. An imbalance is often associated with stress, burnout, and health problems.
- e. Organizational Support: The level of support workers receive from their organization or workplace, which can help in maintaining a balance between work and personal life.

Based on research conducted by several previous researchers, work-life balance has a significant impact on performance. Syarif (2024) stated that work-life balance significantly impacts performance. Lidiinillah and Subagio (2024), and Badrudin and Darmastuti (2024) also found that work-life balance has a positive and significant impact on performance. Similar findings were reported by Husen et al. (2024), Andini (2024), and Asari (2022), indicating that work-life balance plays a significant role in improving individual performance.

2.1.2. Physical Work Environment

According to Robbins (2013), the physical work environment is a workplace that can influence performance, increase productivity, job satisfaction, and employee health. The physical work environment includes several indicators such as:

- a. Workspace design: The physical layout of an office can influence employee interaction, collaboration, and productivity. Private spaces can support focus on work, while open spaces may enhance communication and socialization among employees.
- b. Comfort and Ergonomics: Comfortable facilities, such as ergonomic chairs and desks, can reduce fatigue and improve employee well-being.
- c. Lighting and Sound: Good lighting and appropriate noise levels are essential for creating a productive work environment. Natural light is often preferred.
- d. Environmental Influence: The work environment, including color, decor, and cleanliness, can affect employee morale and motivation.

A comfortable physical work environment will create an environment that supports optimal employee performance and job satisfaction. The physical work environment encompasses various aspects such as comfort, safety, and accessibility of facilities. According to Covey (1989), a supportive and comfortable environment can increase productivity and collaboration. The physical work environment encompasses several important indicators that influence individual well-being and productivity in the workplace, such as:

- a. Workspace organization and layout: The design and layout of a workspace can impact efficiency. A well-organized space helps minimize distractions and improves focus.
- b. Physical Conditions: Factors such as ergonomic chairs, good lighting, cleanliness, tidiness and room temperature contribute to physical comfort, which can increase productivity.
- c. Tools and technology resources: Using the right tools and technology helps support work and makes work processes easier.
- d. Social work environment: In addition to the physical, the work environment also includes social interactions and organizational culture, which can influence motivation and collaboration.
- e. Supporting facilities such as meeting rooms, green spaces, rest areas, and places of worship that support well-being and tranquility or reflection.

Creating a work environment that supports the growth and effectiveness of individuals and teams is crucial. Wang (2017) added that adequate facilities and good working conditions contribute to positively influencing the performance of healthcare workers, thereby increasing productivity and efficiency. The physical work environment described includes:

- a. Workspace Design: Research shows that good design can improve collaboration and communication between employees. Open, flexible spaces are often more effective at supporting interaction.
- b. Physical Comfort: Factors such as temperature, lighting, and acoustics have a significant impact on employee comfort and can affect productivity and job satisfaction.
- c. Ergonomics: An emphasis on ergonomic furniture helps reduce the risk of injury and fatigue, thereby improving long-term performance.
- d. Social Environment: The quality of relationships between colleagues and organizational culture are also influenced by physical conditions, which can enhance or hinder motivation and engagement.
- e. Employee Well-being: A good working environment contributes not only to productivity but also to the mental and physical well-being of employees.

Attention to the physical environment is crucial to creating a productive and satisfying workplace. Health centers that provide a positive work environment allow healthcare workers to focus on their tasks without distraction. Based on research conducted by Syarif (2024), it was found that the physical work environment significantly influences performance. Similar findings were also reported by Nuurramadhan and Darmastuti (2024), who stated that the physical work environment significantly influences performance.

2.1.3. Job Satisfaction

According to Locke (1976), job satisfaction is a positive or pleasurable emotional state resulting from the evaluation of one's work experience. Job satisfaction results from an individual's perception that their work provides desired value, fulfills their expectations and needs, including the achievement of personal goals, the fulfillment of needs, and alignment with their values.

Job satisfaction depends not only on external factors such as salary or working conditions, but also on how individuals subjectively assess and interpret their work experiences. This concept emphasizes the importance of personal goals, expectations, and values in determining a person's level of job satisfaction. This impacts employee performance within an organization.

According to Robbins (2013), job satisfaction is defined as an individual's general attitude toward their job. This means that job satisfaction is a positive or negative feeling a person has about their work environment, tasks, and role within an organization. Robbins emphasizes that job satisfaction is influenced by several indicators, such as:

- a. Working conditions and environment: The physical environment and facilities provided are comfortable.
- b. Salary and benefits: Fair and appropriate salary for workload, financial compensation and other benefits.
- c. Relationships with coworkers and superiors: Positive and supportive social interactions in the workplace.
- d. Opportunities for growth: Opportunities for promotion and career development.

Job satisfaction is subjective and can vary between individuals, depending on each individual's expectations, needs, and personal values. These behaviors can affect employee work productivity.

2.2.4. Employee Performance

According to Robbins (2013), employee performance refers to the work results achieved by an individual or group within an organization, measured against established standards and objectives. Performance encompasses not only the quantity of output, but also its quality, efficiency, and contribution to organizational goals.

Here are some performance indicators that influence productivity and well-being:

- 1) Quality of work, employees produce good output and achieve the set targets.
- 2) Quantity of work, employees can complete work effectively and efficiently without sacrificing quality.
- 3) Punctuality in completing tasks according to schedule and deadlines consistently.
- 4) Time discipline in working, attendance level and time in starting work.
- 5) Teamwork, being able to collaborate with colleagues effectively to create a healthy and productive work environment.

Employee performance is influenced by several factors, namely:

- 1) Employees with abilities, skills and competencies that are appropriate to their duties tend to have better performance.
- 2) Motivation is an internal and external drive that influences an employee's desire to work hard.
- 3) Transformational leadership style by emphasizing the importance of clear communication and good relationships between superiors and subordinates can improve employee performance by providing direction, inspiration, and support.
- 4) A positive organizational culture encourages collaboration, innovation, and employee commitment. A strong culture aligned with organizational values can improve performance.
- 5) A comfortable and safe work environment that pays attention to aspects such as ergonomics, technology, and supportive policies will affect employee productivity.

An objective and transparent performance measurement system is essential. Some methods that can be used include:

- 1) Results-Based Appraisal: Measuring performance based on the achievement of targets or goals.
- 2) Behavioral Appraisal: Evaluating employee behavior and attitudes at work.
- 3) 360-Degree Feedback: Involves feedback from various parties, such as superiors, coworkers, and subordinates.

Here are some strategies to improve employee performance:

- 1) Training and Development: Providing training to improve employee skills and knowledge.
- 2) Fair Reward System: Reward good performance with incentives, promotions, or recognition.
- 3) Effective Communication: Ensuring that employees understand the organization's goals and their role in achieving them.
- 4) Conflict Management: Managing conflict well to create a harmonious work environment.
- 5) Work-Life Balance: Ensuring a balance between work and personal life to reduce stress and increase job satisfaction.

Some challenges that organizations often face in improving employee performance:

- 1) Technological Change: Rapid technological developments require adaptation and improvement of employee skills.
- 2) Workforce Diversity: Managing employees with different backgrounds and needs.
- 3) Changing Business Environment: Economic uncertainty and global competition affect employee motivation and performance.

Employee performance is the result of the interaction between ability, motivation, and the work environment. By understanding these factors and implementing appropriate strategies, organizations can improve employee performance and achieve their goals.

2.2.5. Hypothesis

H1: Work-life balance has an impact on the performance of health workers.

H2: The physical work environment influences the performance of health workers.

H3: Work-life balance has an effect on job satisfaction of health workers

H4: The physical work environment has a positive effect on the job satisfaction of health workers.

H5: Job satisfaction has an effect on the performance of health workers

H6: Work-life balance influences performance through job satisfaction of health workers.

H7: The physical work environment influences performance through job satisfaction of health workers.

III. RESEARCH METHODS

This study is causal and uses a quantitative approach. The population of all health workers at community health centers in Barito Kuala Regency is 130. The sampling technique used is saturated sampling, so the entire population was selected as respondents. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS 3.0 software. The operational definitions in this study are as follows:

Table 1. Operational Definitions and Indicators

No	Variables	Definition	Indicator	Measuring instrument
1.	Work Life Balance	The ability of Health Workers to manage work demands and personal life demands effectively.	1. Balance between work and personal life 2. Job flexibility 3. Social support from family and coworkers 4. Mental and physical health 5. Precise and clear priorities.	Likert scale questionnaire 1-5
2.	Physical Work Environment	The physical work environment is a workplace that can influence performance, increase productivity, job satisfaction, and employee health.	1. Workspace design 2. Physical and ergonomic conditions 3. Supporting facilities 4. Tool resources and technology used	Likert scale questionnaire 1-5
3.	Job satisfaction	The positive or negative feelings a person has about their work environment, tasks, and role in the organization.	1. Working conditions 2. Salary and benefits 3. Relationships with coworkers and superiors 4. Career development	Likert scale questionnaire 1-5
4.	Health Worker Performance	The work results achieved by an individual or group in an organization, measured against established standards and objectives.	1. Quality of work 2. Quantity of work 3. Punctuality 4. Teamwork 5. Time discipline in working	Likert scale questionnaire 1-5

IV. RESEARCH RESULTS AND DISCUSSION

4.1. Research Results

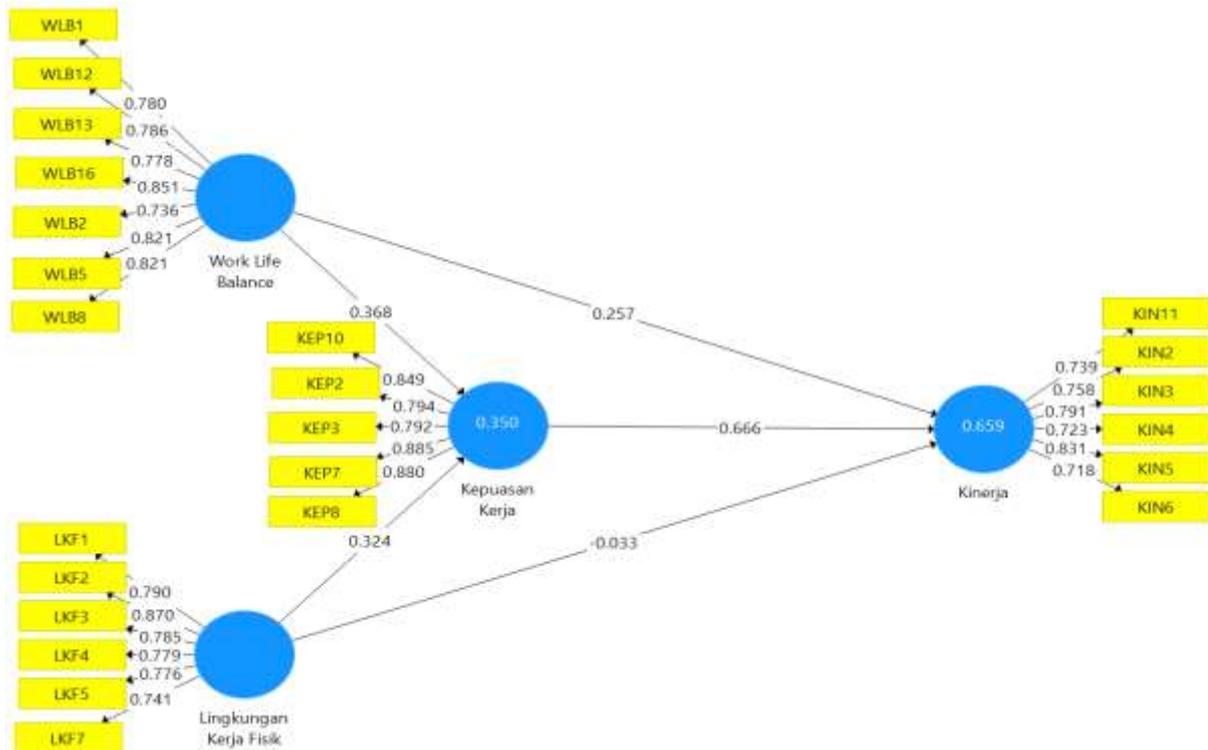


Figure 1. Structural Model
Source: Smart PLS Output, 2025

Table 2. Path Coefficient, t-Statistics, and P-Values

Relationship between constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ([O/STDEV])	P Values	Information
Work Life Balance → Performance	0.257	0.272	0.107	2.406	0.018	Significantly Influential
Physical Work Environment → Performance	-0.033	-0.018	0.064	0.514	0.608	Not Significantly Influential
Work Life Balance → Job satisfaction	0.368	0.370	0.112	3.293	0.001	Significantly Influential
Physical Work Environment → Job satisfaction	0.324	0.334	0.094	3.465	0.001	Significantly Influential
Job satisfaction → Performance	0.666	0.652	0.069	9.661	0.000	Significantly Influential

Source: Smart PLS Output, 2025

Table 3. Specific Indirect Effects

Relationship between constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ([O/STDEV])	P Values	Information
Work Life Balance → Job satisfaction → Performance	0.245	0.238	0.070	3,478	0.001	Significantly Influential
Physical Work Environment → Job satisfaction → Performance	0.216	0.219	0.071	3,035	0.003	Significantly Influential

Source: Smart PLS Output, 2025

Based on Tables 2 and 3, it is known that hypotheses H1, H3, H4, H5, H6 and H7 have a value P-value < 0.05, it can be concluded that the hypotheses are accepted, there is an influence of the relationship between the constructs tested and it is proven to be statistically significant. Meanwhile, Hypothesis H2 has a value of P-value of 0.608 is above the significance threshold of 0.05, this hypothesis is rejected, there is no significant influence between the constructs tested, the following is a description of each hypothesis based on the research results:

- 1) Work Life Balance has a significant effect on performance. The test results show a P-value of 0.018, less than 0.05, so H1 is accepted.
- 2) The physical work environment has no significant effect on performance. The test results show a p-value of 0.608, which is greater than 0.05, thus rejecting H2.
- 3) Work Life Balance has a significant effect on Job Satisfaction. The test results show a P-value of 0.001, less than 0.05, so H3 is accepted.
- 4) The physical work environment has a significant effect on job satisfaction. The test results show a P-value of 0.001, less than 0.05, thus H4 is accepted.
- 5) Job satisfaction has a significant effect on performance. The test results show a P-value of 0.000, less than 0.05, thus H5 is accepted.
- 6) Work Life Balance has a significant effect on performance through Job Satisfaction. The test results show a P value of 0.001, less than 0.05, so H6 is accepted.
- 7) The physical work environment significantly influences performance through job satisfaction. The test results show a p-value of 0.003, less than 0.05, thus accepting H7.

4.2. Discussion

These results indicate that the better the Work Life Balance perceived by health workers, the higher the performance shown, when individuals can manage their time fairly between work demands and personal life, they will be more motivated, focused, and productive in carrying out their duties.

This finding aligns with Robbins' (2013) theory, which suggests that work-life balance is key to achieving optimal satisfaction and performance in an organization. When employees fail to achieve a balance between work demands and personal needs, they are more likely to experience physical, mental, and emotional exhaustion, which can lead to stress and decreased productivity. Furthermore, Covey (1989) emphasized the importance of managing oneself and relationships with others to achieve personal and professional effectiveness. The results of this study are also in line with various previous research findings, namely research conducted by Wang (2017), which showed that health workers who cannot manage the balance between work and personal life tend to experience burnout, which negatively impacts their performance. Another study by Lidiinillah and Subagio (2024) on health service employees also confirmed that Work-Life Balance is a crucial factor in increasing employee effectiveness and efficiency, which ultimately impacts productivity and the quality of health services. In the context of health sector organizations, this is very crucial considering the role of health workers is not only technical but also involves empathy, attention, and quick decision-making.

Furthermore, Badrudin and Darmastuti (2024) also emphasized that WLB is a fundamental aspect of human resource management, impacting long-term work sustainability and productivity. Similar findings were found by Husen et al. (2024) at PT Telkom Property and Andini (2024) in the plantation sector, indicating that employees with a good work-life balance demonstrated higher and more sustainable work performance.

Asari (2022), in his research on BPJS Ketenagakerjaan, concluded that the higher the quality of work-life balance experienced by employees, the better their performance. This study also emphasized the importance of organizations designing work policies and cultures that support work-life balance as a performance-enhancing strategy.

Overall, both relevant theory and empirical findings support the findings of this study. Therefore, it can be asserted that work-life balance is a crucial determinant in improving the performance of healthcare workers, particularly in the context of public service organizations such as community health centers (Puskesmas), which demand efficiency, responsiveness, and high service quality in dynamic and often stressful work situations.

V. CONCLUSION

Work Life Balance has a significant influence on the performance of healthcare workers, both directly and indirectly through job satisfaction as a mediating variable. These findings indicate that the balance between work and personal life demands plays a significant role in shaping the motivation, focus, and productivity of healthcare workers.

Work Life Balance has also been shown to significantly increase job satisfaction, strengthening the argument that work-life balance is not only important for psychological well-being, but also a crucial factor in forming positive perceptions of the work environment.

The physical work environment did not have a significant direct impact on the performance of healthcare workers. However, this finding does not negate the importance of the physical work environment as a whole.

Job satisfaction itself has been shown to be an important mediating variable in bridging the influence of work-life balance and the physical work environment on performance. Healthcare workers who are satisfied with their jobs demonstrate more optimal performance, are more responsible, and exhibit high levels of loyalty and commitment to the organization.

The overall results of this study confirm that work-life balance is a primary determinant of job satisfaction and healthcare worker performance, while the physical work environment plays a significant indirect role by increasing job satisfaction. Job satisfaction is a crucial mediator between various organizational factors and healthcare worker performance.

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