

# THE INFLUENCE OF WORKLOAD AND WORKING ENVIRONMENT ON PERFORMANCE WITH WELL-BEING AS A MODERATION VARIABLE AT PAKUWON GENERAL HOSPITAL SUMEDANG

Sanditia Gumilang<sup>1\*</sup>, Muhardi Muhardi<sup>2</sup>, Albert Hendarta<sup>3</sup>

<sup>1</sup>Magister of Management Study Program, Faculty of Economy and Business, Universitas Islam Bandung

<sup>2</sup>Magister of Management Study Program, Faculty of Economy and Business, Universitas Islam Bandung

<sup>3</sup>Magister of Management Study Program, Faculty of Economy and Business, Universitas Islam Bandung

## ABSTRACT

*This research investigates the effects of workload and work environment on the performance of health human resources (HHR) at Pakuwon Sumedang General Hospital, with welfare as a moderating factor. Using a descriptive and verification method with a quantitative approach, the study sampled 178 HHR individuals through non-probability purposive sampling. Data were collected via questionnaires and analyzed using PLS-SEM with SmartPLS 3.0. The findings indicate that workload, particularly work conditions, negatively impacts performance, while the work environment, especially the intermediary environment, positively influences it. Welfare, assessed through social and psychological well-being, has a minimal moderating effect on the relationship between workload and performance, suggesting that even with welfare provisions, increased workload still leads to reduced performance. However, welfare moderately moderates the relationship between the work environment and performance, indicating that a good environment is necessary for optimal performance, but its effects are not fully realized without adequate welfare support. Overall, the study underscores the importance of managing workload and improving the work environment, with welfare playing a supportive but limited role in enhancing HHR performance.*

**Keyword:** - workload, work environment, welfare, performance.

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## 1. INTRODUCTION

Hospitals serve as critical health service institutions with unique characteristics shaped by advancements in medical science, technological innovations, and the socio-economic conditions of the community. These institutions must continuously enhance the quality and accessibility of their services to achieve the highest standards of public health. Defined by Article 1 of Law No. 17 of 2023 on Health, a hospital is a healthcare facility that offers comprehensive individual health services, encompassing promotive, preventive, curative, rehabilitative, and palliative care through inpatient, outpatient, and emergency services. The performance of Health Human Resources (HHR) is pivotal in the effective management of these services, serving as the frontline in delivering quality healthcare and ensuring the hospital's overall success.

In order to deliver high-quality health services, the optimal performance of health human resources (HHR) is essential. Performance encompasses the outcomes of work, which can manifest as quantitative or qualitative outputs, creativity, flexibility, reliability, or other attributes valued by the organization. These outcomes must be

demonstrated through concrete and measurable evidence, reflecting the effectiveness and efficiency of the HHR in fulfilling the organization's goals [1].

Several studies have established that the performance of human resources (HR) is significantly influenced by the existing workload. Workload refers to the amount of work that must be handled by a specific position or organizational unit, and it is determined by the volume of work and the time norms associated with completing that work. This relationship highlights the importance of managing workload effectively to ensure optimal HR performance within an organization [2]. When a worker's ability exceeds the job demands, boredom tends to arise due to underutilization of skills. Conversely, if the worker's ability is lower than the job demands, it can lead to excessive fatigue, as the individual struggles to meet the expectations of the role. Both scenarios can negatively impact overall performance and job satisfaction [3]. From the definitions above, it can be concluded that workload encompasses physical, mental, and social activities that must be completed by a specific unit within an organization within a given period of time [4].

In addition to workload, HR performance is significantly influenced by the work environment. For health human resources, an environment that supports optimal work conditions can greatly enhance their performance. A well-designed work environment facilitates effective job execution and can lead to improved outcomes in healthcare delivery [3].

Well-being factors, such as fair compensation, work-life balance, and psychological and professional support, can moderate the negative impacts of workload and work environment on health human resources. Effective welfare programs help employees feel valued, motivated, and satisfied with their work, which enhances their ability to manage pressures and challenges. As a result, improved well-being contributes to better overall performance, enabling health human resources to deliver higher-quality services to patients [5]. Welfare support plays a crucial role in maintaining the mental and physical health of health human resources. By providing such support, organizations help sustain the stamina and enthusiasm needed to navigate the pressures of a demanding work environment. This, in turn, is essential for ensuring that health human resources remain effective and resilient in their roles [6].

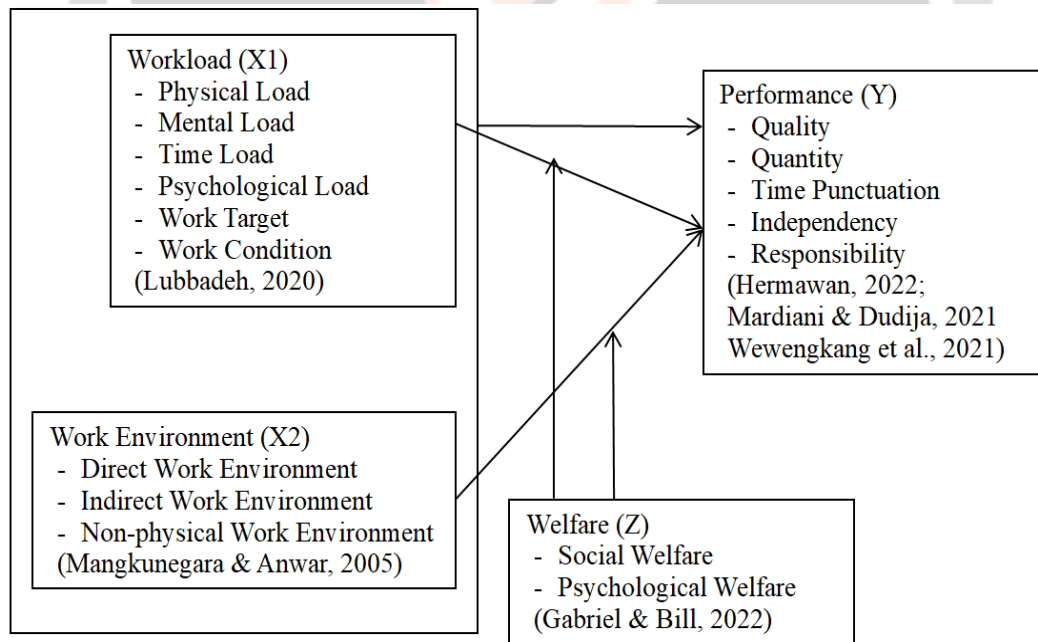


Fig -1: Thinking Framework

Pakuwon General Hospital (RSU) is located in Sumedang Regency, West Java Province, operating since 1999 on a 3,175 m<sup>2</sup> site at Rd. Dewi Sartika Number 17, Sumedang. The hospital aims to become a leading institution in providing comprehensive and high-quality services to the community. Its vision is supported by three key missions: 1) Establishing effective hospital governance through structured and improved quality management, professional practices, and accountability; 2) Developing health services that address community needs through an integrated and comprehensive service system; and 3) Enhancing the quality of human resources by offering professional training and education for personnel. The amount of work at Pakuwon General Hospital varies significantly and fluctuates

based on hospital visits. During periods of increased patient visits, staff often experience longer working hours than typically scheduled.

The objective of this article is to explain the influence of workload (X1) and work environment (X2) on work performance (Y) moderated by work welfare as moderating variable (Z). The thinking framework of this study is visible on the following figure.

Several hypotheses that researchers use in the literature review are as follows:

- H1: Workload significantly affects the performance of health human resources at Pakuwon Sumedang General Hospital.
- H2: The work environment significantly influences the performance of health human resources at Pakuwon Sumedang General Hospital.
- H3: Welfare significantly moderates the relationship between workload and the performance of health human resources at Pakuwon Sumedang General Hospital.
- H4: Welfare significantly moderates the relationship between the work environment and the performance of health human resources at Pakuwon Sumedang General Hospital.

## 2. RESEARCH METHODOLOGY

This research employs a descriptive and verificative method within a quantitative framework. The descriptive aspect aims to provide a detailed understanding of the variables under study, while the verification approach is used to identify and analyze significant relationships among these variables. Through this method, the research seeks to draw conclusions that offer a comprehensive understanding of the phenomena being investigated.

The population for this study comprised all health human resources at RSU Pakuwon Sumedang. The sampling method employed was non-probability sampling, specifically using a purposive sampling technique, allowing for the selection of respondents based on predefined criteria relevant to the research objectives. Data collection was conducted through the distribution of questionnaires, with the questions designed based on insights from several previous studies, particularly those related to workload [2], [3], [7], [8], work environment [9], [10], [11], welfare, and employees' performance [1], [3], [4], [12].

In this study, inferential statistical data will be analyzed using SmartPLS (Partial Least Squares) software. The analysis process will begin with the evaluation of the measurement model (outer model), followed by the structural model (inner model), and finally, hypothesis testing. The purpose of the measurement model assessment is to evaluate the reliability and validity of the indicator variables. Model evaluation includes the following steps:

1. Reliability indicators:  
If the outer loading value exceeds 0.7, the indicator variables are considered reliable and can be retained for further analysis. However, in exploratory studies, outer loading values in the range of 0.5 to 0.6 are still deemed acceptable.
2. Discriminant Validity  
If the correlation between an indicator and its associated latent variable is stronger than its correlation with other latent variables, it indicates that the latent variable possesses high discriminant validity. Additionally, the AVE (Average Variance Extracted) value should ideally be above 50% to demonstrate adequate convergent validity.
3. Internal Consistency  
Internal consistency can be evaluated using composite reliability, with a recommended threshold of 0.7 or higher to ensure reliability. Additionally, Cronbach's alpha should also exceed 0.7 to confirm the consistency of the constructs in the theoretical model.
4. Convergent Validity  
The loading factor represents the path coefficient that correlates latent variables with their respective indicators. For a latent variable with multiple indicators, a loading factor value is used to assess this relationship. The expected AVE (Average Variance Extracted) value should be  $\geq 0.5$ , indicating that the latent variable explains at least 50% of the variance in its indicators.

The inner model suitability test aims to determine whether the independent latent variables significantly influence the dependent variables. The process of assessing model fit involves several stages, including:

1. Significance and Effect Size  
This test assesses whether the independent latent variables influence the dependent latent variables through path coefficient analysis. Specifically, a t-test is used to evaluate the significance of these relationships. If the p-value is below 0.05 (5%), it indicates a statistically significant effect, suggesting that the independent latent variable influences the dependent latent variable. Conversely, if the p-value is above 0.05, it implies that the independent latent variable does not significantly affect the dependent latent variable.

## 2. Determination Coefficient ( $R^2$ )

$R^2$  (R-squared) measures the proportion of variance in the dependent latent variable that is explained by the independent latent variables. It indicates the extent to which the independent latent variables account for the variation in the dependent latent variable.

### 3. RESULTS AND DISCUSSION

Based on the research findings, the total number of respondents was 178. Of these, 134 were women, representing 75.28% of the sample, while 44 were men, making up 24.72%. In terms of age, the majority of respondents were under 30 years old, with 79 individuals (44.38%), while the minority were over 40 years old, with 34 individuals (19.10%). Regarding professional roles, the majority were health workers, totaling 134 individuals (75.28%), whereas the minority were supporting staff, comprising 21 individuals (11.80%).

The workload is classified in the extremely satisfying category, based on the dimensions of physical load, mental load, time load, psychological load, work targets, and work conditions, with the dimension of working conditions exerting the greatest influence. The work environment is rated as sufficiently satisfying, assessed through the dimensions of the direct work environment, intermediary environment, and non-physical work environment, with the intermediary environment having the most significant impact. Well-being is also categorized as sufficiently satisfying, evaluated by social and psychological well-being dimensions, where psychological well-being has the greatest influence. Performance is classified in the satisfying category, measured by quality, quantity, timeliness, independence, and responsibility dimensions, with responsibility being the most influential factor. Based on previously conducted empirical studies, the discussion on the results of this study are as follows.

Workload significantly impacts the performance of health human resources at Pakuwon Sumedang General Hospital. The workload plays a crucial role in determining the effectiveness of health workers. It encompasses several dimensions: physical load (e.g., task volume and physical demands), mental load (e.g., alertness and concentration), time load (e.g., task completion speed and multitasking requirements), and psychological load (e.g., job risk, confusion, and frustration). Additionally, challenging work targets and complex work conditions that require high levels of concentration contribute to increasing the workload for health workers.

High work targets, in particular, represent the most significant dimension influencing workload levels. Elevated expectations and intense pressure associated with high work targets can have a profound impact on performance, potentially either hindering or enhancing it. When health workers face excessive workload, it can lead to several adverse outcomes. The quality of their work may suffer as they struggle to meet demanding targets, and the quantity of services provided may decrease due to the inability to manage the workload effectively. Furthermore, increased workload can disrupt punctuality, leading to inefficiencies in working time and overall performance. Thus, managing work targets effectively is crucial to maintaining both the quality and efficiency of health services.

Based on the analysis results, this research aligns with several previous studies, indicating that the performance of health human resources is significantly influenced by the level of workload. The findings corroborate the notion that workload directly impacts the effectiveness and efficiency of health workers, reinforcing the importance of managing workload levels to optimize performance [2], [3], [7], [8]. High workload is closely linked to increased levels of stress, anxiety, and depression among health workers. Such psychological strain can significantly disrupt their potential performance, leading to decreased effectiveness and overall quality of care. The accumulation of stress and mental health issues not only impacts individual well-being but also impairs the ability to perform optimally, ultimately affecting the quality of services provided [13], [14].

The results of this study are consistent with [15], which analyzed workload among health workers, and [16], who identified that human resources are required to maintain high levels of alertness and concentration. Additionally, this research reveals that the working conditions dimension is notably high (73.65%). Health workers face numerous regulations and additional tasks that exacerbate their workload, contributing to increased difficulty and stress in their roles.



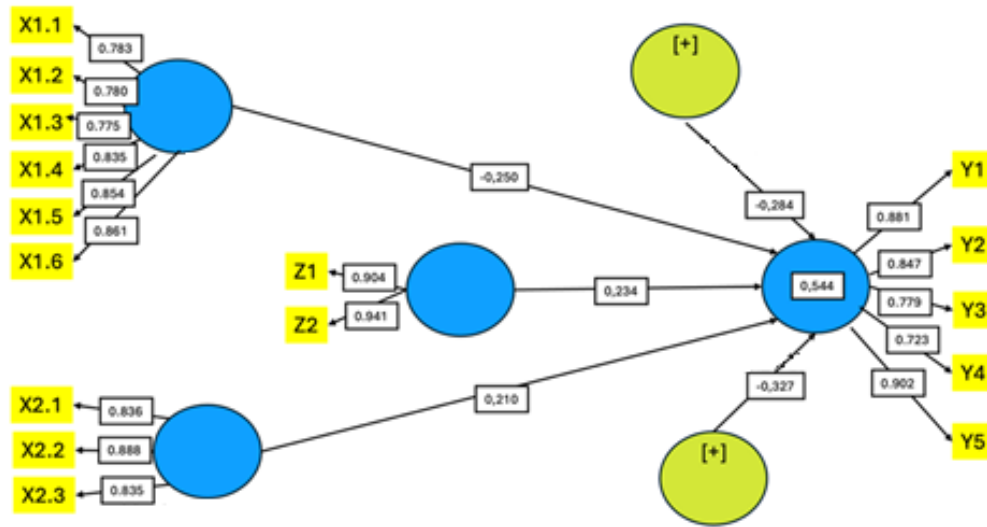


Fig -2: Loading Factor Diagram

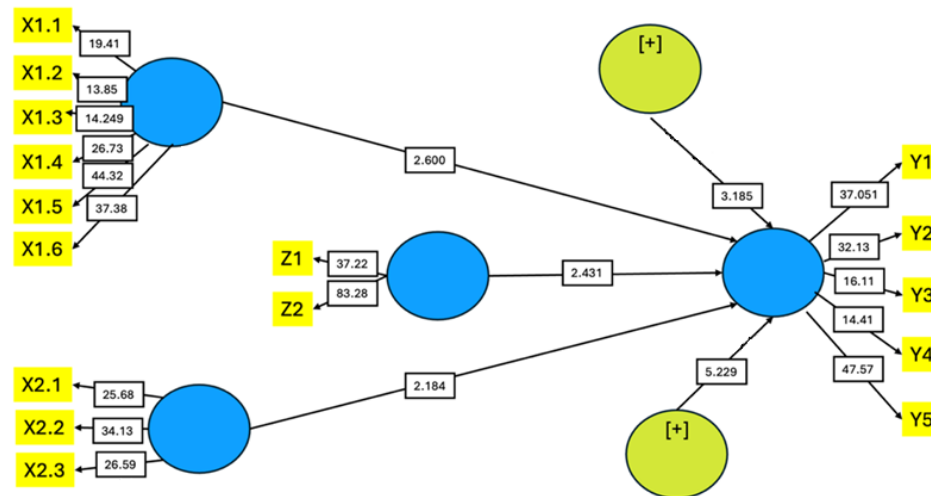


Fig -2: Significance Value

The work environment plays a crucial role in shaping the performance of health human resources at Pakuwon Sumedang General Hospital. It encompasses a range of factors that collectively impact health workers' effectiveness. The direct work environment includes essential elements such as work facilities and equipment, which are fundamental to performing daily tasks. The intermediate environment covers a variety of conditions that affect comfort and productivity, including cleanliness, lighting, air temperature, humidity, noise levels, paint color, and ambient aroma. Additionally, the non-physical work environment involves aspects related to supervision, interaction among coworkers, and treatment from superiors, all of which contribute to the overall work atmosphere. Among these dimensions, the intermediate environment is particularly significant. Factors such as maintaining a clean workspace and ensuring good lighting are crucial as they directly affect health workers' comfort and work efficiency. Proper management of these elements helps create a more conducive and supportive work environment, ultimately enhancing the performance and well-being of health workers at the hospital. A supportive environment, addressing both physical and psychological aspects, plays a crucial role in enhancing the performance of health workers. Physically, this includes maintaining a well-equipped and clean workspace, providing adequate lighting,

and ensuring comfortable temperature and noise levels. Psychologically, it involves fostering a positive and respectful atmosphere, offering adequate supervision, and encouraging constructive interaction among colleagues. Such an environment enables health workers to concentrate better and work more efficiently, reducing stress and minimizing distractions. This holistic support not only improves their overall job satisfaction but also directly contributes to higher quality and effectiveness in providing health services. By creating an environment that supports both physical comfort and mental well-being, health workers are better equipped to perform their duties to the highest standards, ultimately benefiting the patients and the healthcare system as a whole.

Conversely, an unsupportive work environment can significantly hinder the performance of health human resources. Inadequate physical conditions, such as insufficient facilities or poor hygiene, can demoralize health workers and negatively affect their effectiveness. For instance, an uncomfortable work environment with improper room temperature or excessive noise can disrupt concentration and diminish the quality of services provided. Furthermore, a non-physical work environment that lacks support, such as overly stringent supervision or unfair treatment by superiors, can contribute to increased stress and job dissatisfaction. These negative experiences can lead to lower morale, reduced motivation, and overall diminished performance. Addressing these issues by creating and maintaining a positive work environment is essential for optimizing the performance of health workers. Ensuring that both physical conditions and interpersonal aspects are supportive and conducive to effective work helps enhance job satisfaction and service quality, ultimately benefiting both the health workers and the patients they serve.

The results of this analysis align with findings from several previous studies, which similarly indicate that the performance of medical personnel is significantly influenced by the work environment. These studies underscore the importance of a supportive and well-maintained work environment in determining the effectiveness and efficiency of healthcare professionals [9], [10], [11]. Job stress and a poor work environment can significantly disrupt the concentration and focus of health workers. When health workers are subjected to high levels of stress or work in an environment that is uncomfortable or inadequately equipped, their ability to concentrate and maintain focus is compromised. This disruption can lead to decreased efficiency and effectiveness in their tasks, ultimately resulting in reduced overall performance and quality of care provided [17], [18]. A positive work environment directly enhances the performance of health workers, including nurses and doctors. When the work environment is supportive and well-maintained, it contributes to better job satisfaction, increased motivation, and improved focus. This favorable environment allows health workers to perform their duties more efficiently and effectively, leading to higher quality of patient care and overall better outcomes in healthcare settings [15], [19].

The research results indicate that welfare moderates the influence of workload on the performance of health human resources at Pakuwon Sumedang General Hospital, although this moderating effect is relatively small. Even with the presence of welfare benefits, high workloads are still associated with decreased performance. This suggests that while the current level of welfare may be sufficient, it does not fully counteract the negative impact of excessive workload on performance. Good welfare, which encompasses aspects such as adequate salaries, bonuses, support from colleagues, and a healthy work-life balance, can mitigate some of the challenges posed by heavy workloads. However, the findings highlight that, despite these supportive welfare measures, the performance of health workers continues to decline under high workload conditions. This underscores the need for further improvements in both workload management and welfare programs to better support health workers and enhance their overall performance.

Psychological well-being plays a critical role in helping health human resources (HRK) manage work-related stress and pressure. Components such as job satisfaction, adaptability to change, happiness at work, and a sense of purpose significantly contribute to their ability to cope with demanding workloads. When psychological well-being is well-supported through effective welfare programs, HRK are better equipped to handle stress and maintain high performance levels. This, in turn, leads to improvements in both the quality and quantity of their work, enhancing overall performance and productivity. Conversely, a low level of well-being can amplify the adverse effects of a heavy workload on health workers' performance. When social and psychological welfare needs are not adequately addressed, the burden of a heavy workload can lead to a more pronounced decline in performance. Insufficient support in terms of welfare can exacerbate stress and dissatisfaction, making it increasingly difficult for health workers to maintain their effectiveness and productivity under challenging conditions.

A poor work-life balance or low job satisfaction can significantly increase stress among health workers, leading to a decline in the quality of services they provide. The findings from this research indicate that psychological well-being is the most influential factor affecting overall well-being. Therefore, it is crucial for RSU Pakuwon to focus on enhancing human resources' ability to adapt to changes, ensuring inner satisfaction at work, and fostering happiness in the workplace. Research by [4] further supports this, showing that welfare, responsibility, and motivation significantly impact job satisfaction among nurses and midwives at GMIBM Monompia General Hospital,

Kotamobagu. Addressing these factors can improve job satisfaction, which in turn helps manage stress and boosts performance in healthcare settings.

Therefore, ensuring optimal human resource welfare is essential for mitigating the negative effects of heavy workloads and fostering improved and more sustainable performance in hospitals. By prioritizing the well-being of health workers, hospitals can effectively reduce the detrimental impact of excessive workloads, which in turn enhances overall job satisfaction and performance. These findings are consistent with several previous studies that have shown how high workloads can adversely affect employee mental well-being. Issues such as work-family conflict, sleep disturbances, and decreased work engagement are commonly linked to excessive workload pressures. Addressing these challenges through comprehensive welfare programs can help maintain mental well-being, thereby supporting better performance and job satisfaction among health workers [16], [20].

Well-being moderates the relationship between the work environment and performance with a moderate effect. Despite the presence of welfare measures, the work environment has not significantly impacted performance due to the current level of welfare being merely sufficient. This suggests that the existing welfare provisions do not provide a strong enough moderating effect to enhance the influence of the work environment on performance. To improve this dynamic, it may be necessary to enhance welfare measures beyond the current sufficient level to more effectively support and improve the impact of the work environment on health worker performance. A good work environment—characterized by adequate facilities, cleanliness, appropriate lighting, comfortable air temperature, and positive relationships between colleagues and superiors—significantly supports the performance of health human resources (HHR). However, the effectiveness of this positive work environment can be further enhanced when combined with strong welfare provisions. Integrating comprehensive welfare measures with a supportive work environment creates a more robust framework for improving HHR performance, ensuring that health workers are not only comfortable but also well-supported in their roles.

Aspects of social welfare, including adequate salaries, bonuses, support from colleagues, and a balance between work and personal life, significantly enhance the positive impact of a conducive work environment. These elements of social welfare help strengthen the overall influence of a supportive work setting on HHR performance. Additionally, psychological well-being—comprising job satisfaction, ease of adapting to changes, happiness at work, and a sense of purpose—plays a crucial role in maximizing HRR's ability to thrive in a positive environment. When health workers experience strong psychological well-being, they are better equipped to adapt to their roles and perform optimally within a supportive work environment. Together, robust social welfare and psychological well-being create a powerful synergy that fosters improved performance and job satisfaction among health workers.

Conversely, if welfare for HRR is inadequate, even a well-designed work environment may fall short of fostering optimal performance. When social and psychological well-being are not adequately addressed, HRR may experience reduced motivation or feelings of depression, which can diminish the positive impact of a supportive work environment. For instance, while good work facilities and positive relationships with colleagues are beneficial, a lack of job satisfaction or unhappiness at work can still impair productivity and the quality of services provided. Thus, to ensure that a supportive work environment effectively enhances HRR performance, it is crucial to provide balanced attention to their overall well-being, addressing both social and psychological aspects comprehensively.

This underscores the importance of a holistic approach to management, which goes beyond merely enhancing the work environment to also include improving the welfare of health workers. To achieve optimal performance, it is essential to focus on both aspects concurrently. The in-depth analysis highlights that welfare plays a crucial role in enhancing the quality of the work environment, which in turn positively impacts performance. Several studies confirm that prioritizing the welfare of health human resources not only contributes to a more supportive work environment but also significantly boosts performance and job satisfaction. Therefore, organizations should integrate efforts to improve both the work environment and welfare to effectively support and elevate health workers' performance [21]. A good work environment is positively associated with employee well-being. When employees work in a well-maintained, supportive environment—characterized by adequate facilities, good hygiene, appropriate lighting, and positive interpersonal relationships—they are more likely to experience higher levels of well-being. This supportive environment fosters job satisfaction, reduces stress, and enhances overall morale. Consequently, a positive work environment not only improves employees' quality of life but also contributes to their overall job satisfaction and performance [22]. The work environment does not have a direct impact on employee performance but instead influences it indirectly through employee welfare. A positive work environment can create conditions that are conducive to better welfare, such as reduced stress and increased job satisfaction. This improved welfare, in turn, positively affects employee performance. Essentially, while a well-designed work environment sets the stage for effective performance, it is the enhancement of employee welfare—through factors like adequate support, fair treatment, and psychological well-being—that ultimately drives performance outcomes. Therefore, focusing on both the work environment and employee welfare is crucial for optimizing performance [23].

#### 4. CONCLUSIONS

Workload has a negative and significant effect on performance, indicating that as the workload increases, performance tends to decrease. Conversely, the work environment has a positive and significant effect on performance, meaning that a favorable work environment contributes to improved performance. Welfare serves as a moderating variable in this context. It has a small moderating effect on the relationship between workload and performance, suggesting that even with adequate welfare provisions, increased workloads still lead to decreased performance. This implies that while welfare can mitigate some negative effects of high workloads, it is not sufficient to fully counterbalance them. On the other hand, welfare also moderates the relationship between the work environment and performance with a moderate effect. This indicates that despite the presence of welfare, the work environment may not significantly impact performance if welfare levels are merely sufficient. Therefore, while both welfare and a good work environment are important, their effects are interconnected, and improving one without adequate attention to the other may not fully optimize performance outcomes.

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