



The Effect of Workload, Work Environment and Motivation on Employee Performance with Job Satisfaction as a Mediating Variable

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ABSTRACT

The performance of health workers plays an important role in determining the quality of service. This study examines the influence of workload, work environment, and motivation on employee performance with job satisfaction as a mediating variable. Of the 22 health centers in Tasikmalaya City, four were selected as samples using simple random sampling technique. Analysis was conducted using SEM-PLS. The results show that workload and motivation have a positive and significant effect on performance, both directly and through job satisfaction. The work environment has no significant effect on performance, either directly or indirectly.

INTRODUCTION

Today the majority of organizations realize that human resources are more valuable assets than materialistic goods (Memon et al., 2023). Research by Zawawi et al. (2023) states that employees can estimate how long the organization can survive because they are the ones who provide products and services to their customers. Research by Radhi et al. (2025) states that achieving organizational goals and maintaining operational effectiveness in the public and private sectors depends heavily on individual performance. Referring to research (Herawati et al., 2023; Jayasri & Annisa, 2023; Kusnadi et al., 2025; Mulyadi et al., 2024) it can be concluded that individual performance is an important factor in an organization.

The health sector plays a vital role as the main sector in charge of dealing with various problems related to health, injury, and nutritional needs in society Mehmood et al. (2024). Research by Pomaranik & Magdalena (2024) states that employee performance is crucial as it directly determines the quality of health services provided. Therefore, efficient HR management is a determining factor in improving the quality of services in health facilities, including health centers that act as the spearhead of public health services. According to previous research, there are several factors that influence employee performance including workload (Bhaskara et al., 2024; Herawati et al., 2023; Rahmadhon et al., 2024), work environment (Sugiarti, 2022; Sunarto & Ellesia, 2023; Yanwar & Lupoto, 2025) and motivation (Afianto et al., 2023; Indripriarko & Aima, 2022; Jelly et al., 2024).

Workload can be defined as a feeling or condition in which job demands exceed the capacity or ability of workers to complete it (Damayanti & Ekowati, 2024). Health centers with a limited number of employees often require their employees to carry out several tasks at once, thus increasing workload and potentially affecting the performance and quality of health services. In addition, the results of observations at the four Puskesmas that served as research locations showed that medical personnel have quite busy activities, especially when handling a high number of patients. If employees' abilities exceed job demands, they tend to feel bored and stressed. Conversely, if job demands exceed abilities, then greater fatigue will arise (Wulantika et al., 2023). Research on workload by (Berhed & Ariani, 2024; Damayanti & Ekowati, 2024; Herawati et al., 2023; Mulyadi et al., 2024; Rahmadhon et al., 2024) states that workload has a positive and significant effect on employee performance. While Ibrahim et al. (2022) and Lily et al. (2025) states that workload has no effect on employee performance.

The work environment is all aspects around employees that have the potential to affect the way they carry out their job duties (Masruri & Sary, 2024). The results of the interview showed that there was damage to some medical equipment that hampered service and reduced the performance of medical personnel. These findings confirm that the availability of facilities and infrastructure, as part of the work environment, important role in supporting employee performance. A supportive work environment can create comfort for employees and encourage increased productivity Hansah (2024). Conversely, a less conducive environment can interfere with performance. In line with this,

several studies explain that there is a positive and significant influence between the work environment and employee performance (Hasniar et al., 2024; Jelly et al., 2024; Sunarto & Ellesia, 2023). While Rabuana & Yanuar (2023) and Wahyudi et al. (2023) states that the work environment has no effect on employee performance.

Motivation is a desire that arises from within a person in the form of encouragement that can influence, direct, and maintain any behavior to achieve appropriate goals or desires (Syarip et al., 2024). Initial observations show that the high workload and limited facilities also affect the motivation of medical and paramedical personnel at the Puskesmas. The close relationship between employee motivation and their work performance determines the success of a company (Rahmadhon et al., 2024). In health services, motivation acts as the main driver for health workers in providing quality services. Based on research (Fatmasari & Badaruddin, 2022; Kusnadi et al., 2025; Prabowo et al., 2024) revealed that motivation has a positive and significant influence on employee performance. While Idris et al. (2024) and Yanwar & Lupoto (2025) state that motivation has no effect on employee performance.

Job satisfaction can be defined as the level of satisfaction of an employee with the results or rewards obtained from his work (Memon et al., 2023). The interview results show that employees feel satisfied when they reach the target, which indicates that success in carrying out tasks is a source of job satisfaction for health workers at the Puskesmas. Research Wahyudi et al. (2023) states that a high level of job satisfaction has an impact on optimizing employee performance. Conversely, research by Fatmasari & Badaruddin (2022) states that when an employee does not feel satisfied with their career, they tend to show a negative view or attitude towards their work. Several studies show that job satisfaction has a positive and significant effect on employee performance (Afianto et al., 2023; Dinata et al., 2024; Indripriarko & Aima, 2022). However, this contradicts the research (Widiastuti, 2022) and Marina et al., (2023) which states that job satisfaction has no effect on employee performance.

Workload, work environment, and motivation not only affect employee performance, but also affect the level of job satisfaction. Several previous studies found that workload (Herawati et al., 2023; Munandar et al., 2022), work environment (Alfian et al., 2024; Armika & Rijanti, 2024; Nafis Arizal et al., 2024), and motivation (Dinata et al., 2024; Nurperinayati, 2021; Prabowo et al., 2024) can contribute to job satisfaction.

According to Herawati et al. (2023) workload is one of the main factors that affect the level of employee job satisfaction. Employees tend to be dissatisfied with workload when they feel the tasks assigned are too much. (Jayasri & Annisa, 2023). While research Munandar et al. (2022)) stated that workload can also be a positive encouragement that arouses work enthusiasm and increases employee satisfaction. Based on research (Munandar et al., 2022; Prahasyila et al., 2024; Sipayung & Purba, 2021) states that workload has a positive and significant effect on employee performance, while Johan & Satrya (2023) and Nafis Arizal et al. (2024) states that workload has a negative effect on job satisfaction.

In addition, in the health service sector, the work environment contributes to the creation of employee job satisfaction. Based on research Fatmasari & Badaruddin (2022) asked that a conducive work environment supports target achievement, creates comfort, and encourages increased employee job satisfaction. On the otherhand, an uncomfortable work environment can interfere with employees' focus at work, which can have a negative influence on their level of satisfaction (Alfian et al.,2024) . Research (Afianto et al., 2023; Armika & Rijanti, 2024; Ridwan & Priambodo, 2024) states that the work environment has a positive and significant effect on job satisfaction. On the other hand, research (Sipayung & Purba, 2021) states that the work environment has no effect on job satisfaction.

Furthermore, another factor that affects job satisfaction is motivation. The influence of motivation on job satisfaction is reflected in a high motivational drive, which can increase employee engagement, encourage optimal achievement, and foster satisfaction with the work performed (Syurya Mitra et al., 2023). In the health sector, especially in health centers, high motivation in employees contributes to work readiness, responsibility, and commitment, which in turn can increase job satisfaction. Research (Afianto et al., 2023; Armika & Rijanti, 2024; Dinata et al., 2024) states that motivation has a positive and significant effect on job satisfaction. While (Mpuangnan et al., 2024) states that motivation has no effect on job satisfaction.

In various studies, job satisfaction is often tested as a mediating variable that connects workload, work environment, and motivation with employee performance. According by (Kurniawan et al., 2024; Sipayung & Purba, 2021; Syurya Mitra et al., 2023) found that job satisfaction is able to mediate the effect of workload on performance, while other research Kusnadi et al. (2025) actually shows that job satisfaction has no significant effect on the relationship between workload and employee performance.

Furthermore, there are research results that prove that job satisfaction can be a mediator between the work environment and employee performance (Indripriarko & Aima, 2022; Ridwan & Priambodo, 2024; Sipayung & Purba, 2021), while research by (Widiastuti, 2022) states that job satisfaction is unable to mediate the relationship between the work environment and employee performance.

Not only that, a number of studies have also revealed that job satisfaction acts as a mediator between motivation and employee performance (Hamdani & Priambodo, 2024; Prabowo et al., 2024; Sipayung & Purba, 2021) . However, not all studies are in line, because some conclude that job satisfaction has no significant effect on employee performance (Marina et al., 2023).

This study aims to understand how workload, work environment, and motivation factors determine employee performance at the Tasikmalaya City Health Center by positioning job satisfaction as a mediating variable. The inconsistency of the results of previous studies encouraged researchers to further explore the relationship between these factors.

This research is a development of Nafis Arizal et al. (2024) which analyzes the effect of workload and work environment on employee performance and

how job satisfaction can be a mediating variable in the food industry sector. The results showed that job satisfaction was unable to act as a mediating variable. However, differences in sectors and job characteristics encourage this study to revisit the role of job satisfaction in the context of health centers. In addition, this study also added motivational variables Mpuangnan et al. (2024) with the aim of digging deeper into the understanding of the various factors that can affect employee performance, especially in the Tasikmalaya City Health Center.

LITERATURE STUDY

Two Factor Theory

Motivator-Hygiene theory proposed by Frederick Herzberg (1959) states that there are two factors that influence a person's satisfaction and dissatisfaction at work, namely motivational factors and hygiene factors. Motivator factors are elements that can increase employee job satisfaction and motivation, such as achievement, recognition, responsibility, and development opportunities. Meanwhile, hygiene factors relate to the basic conditions that must be met in order to avoid job dissatisfaction, such as salary, facilities, company policies, and relationships between employees (Raj & Ling-Meng, 2024).

Expectancy Theory

Expectancy Theory proposed by Victor Vroom (1964) states that people will be motivated when they believe that strong effort will result in good performance which will then result in desired rewards. This theory reveals that there are 3 main elements in influencing individual performance motivation, namely expectancy, instrumentality, and valence. Expectancy describes the belief, that, the effort made will result in good performance. Instrumentality refers to the perception that good performance will result in certain rewards, such as promotion or recognition. Meanwhile, valence reflects the extent to which the reward is considered valuable to the individual (Lunenburg, 2011).

Job Demands-Resources Theory

The Job Demands-Resources theory proposed by Bakker and Demerouti (2007) states that job characteristics can be explained through the Job Demands-Resources (JD-R). In this model, job demands refer to aspects of work, whether psychological, physical, social, or organizational that demand mental or physical energy from employees, so that it can cause physical and psychological fatigue. Meanwhile, job resources refer to various resources in the job that come from psychological, physical, social, and organizational aspects that play a role in helping achieve work goals, supporting employee self-development, and reducing physical and mental fatigue (Rahayu, 2021).

Workload and Employee Performance

The workload felt by a person can have a positive or negative impact on work results (Munandar et al., 2022). The workload borne by each employee is not always the same, because it is influenced by different work abilities and motivation in each individual (Kusnadi et al., 2025). According to Muradi (2025) workload can be measured through several indicators, including targets

to be achieved, working conditions, time use, and established work standards. Furthermore, Mulyadi et al. (2024) stated that adjusting workload to the competence and comfort of employees can improve their performance. Based on Expectancy Theory, an appropriate workload can increase expectations, which is an individual's belief that the effort they put in will result in the desired performance. In addition, based on the Job Demands-Resources (JD-R) theory, when job demands are at an optimal level, they can act as challenge demands that motivate employees to show performance. This is supported by research (Berhed & Ariani, 2024; Damayanti & Ekowati, 2024; Herawati et al., 2023; Mulyadi et al., 2024; Rahmadhon et al., 2024) which states that workload has a positive and significant effect on employee performance.

H1: Workload has a positive and significant effect on employee performance

Work environment and employee performance

The work environment is a place that is able to provide a comfortable, controlled, and calming effect (Nafis Arizal et al., 2024). When the workplace has supporting facilities, it can indirectly improve their performance (Sunarto & Ellesia, 2023). Furthermore, based on Expectancy Theory, a good work environment can increase instrumentality, which is the belief that performance will result in expected rewards. A supportive environment strengthens employees' belief that their efforts will be rewarded, thus motivating and encouraging improved performance. In addition, in the Job Demands-Resources (JD-R) theory, the work environment is included in the job resources category, namely resources that help employees achieve job goals, reduce workloads that are stressful, so that a supportive work environment plays an important role in improving employee performance. Referring to the results of research by (Faadhilah & Firdaus, 2025; Hasniar et al., 2024; Idris et al., 2024; Jayasri & Annisa, 2023) shows that the work environment has a positive and significant effect on employee performance.

H2 : Work environment has a positive and significant effect on employee performance

Employee Motivation and Performance

Employee motivation plays an important role in increasing productivity and achieving organizational goals. The relationship is reflected in the extent to which the level of motivation affects the performance displayed in the work environment (Dinata et al., 2024). Based on Vroom's Expectancy Theory, the belief that effort will result in good performance and valuable rewards will encourage increased employee motivation and performance. research Yanwar & Lupoto (2025) states that Motivation encourages employees to work better and more actively at work. Research (Fatmasari & Badaruddin, 2022; Kusnadi et al., 2025; Prabowo et al., 2024) shows that motivation has a positive and significant effect on employee performance.

H3 : Motivation has a positive and significant effect on employee performance

Job Satisfaction and Employee Performance

According to Idris et al. (2024) Job satisfaction includes emotional responses and employee behavior, and reflects a love for the tasks being carried out. When someone has high job satisfaction, this can have an impact on increasing employee satisfaction so that the organization can function properly (Wahyudi et al., 2023). Herzberg's Two-Factor Theory shows that job satisfaction variables can function as one aspect in improving employee performance. The results of research (Kurniawan et al., 2024; Munandar et al., 2022; Ridwan & Priambodo, 2024) reveal a positive and significant influence between job satisfaction and employee performance.

H4: Employee performance has a positive and significant effect on job satisfaction

Workload and Job Satisfaction

According to (Jayasri & Annisa, 2023) excessive workload is one of the factors that can cause employees to feel dissatisfied with their jobs. Excessive workload can cause sleep disturbances, mental stress, anxiety, restlessness, irritability, and decreased prudence in action (Herawati et al., 2023). Based on the Two-Factor Theory, workload can affect hygiene factors which, if not properly regulated, can cause employees to feel less satisfied when they work. Research (Johan & Satrya, 2023; Muradi, 2025; Nafis Arizal et al., 2024) states that workload has a negative and significant effect on job satisfaction.

H5: Workload negatively affects job satisfaction

Work Environment and Job Satisfaction

The work environment includes everything around employees that affects their happiness and ability to complete tasks, resulting in optimal work results (Sunarto & Ellesia, 2023). A positive work environment plays a role in helping employees achieve individual and organizational goals while creating a pleasant work atmosphere that has an impact on increasing job satisfaction (Fatmasari & Badaruddin, 2022). Based on Two-Factor Theory, a good work environment is able to strengthen a person's hygiene factors so that it can contribute to increased job satisfaction. This is supported by research (Armika & Rijanti, 2024; Idris et al., 2024; Wahyudi et al., 2023) which found that the work environment has a positive and significant effect on job satisfaction.

H6 : The work environment has a positive and significant effect on job satisfaction.

Motivation and Job Satisfaction

The effect of motivation on job satisfaction relates to the extent to which the level of employee motivation affects their satisfaction in carrying out their duties (Dinata et al., 2024) . Furthermore, research Bhaskara et al. (2024) states that high motivation can increase employee job satisfaction through greater drive. Two-Factor Theory states that motivation serves as an aspect that can increase a person's satisfaction. This is in line with research (Faturrahman & Yuniawan, 2023; Masruri & Sary, 2024; Prahasyila et al., 2024) showing a positive and significant influence between motivation on job satisfaction.

H7: Motivation has a positive and significant effect on job satisfaction

The role of job satisfaction as a mediating variable

According to (Nurperinayati, 2021) states that appropriate workload can improve employee performance, especially if accompanied by a high level of job satisfaction. Herzberg's Two-Factor Theory states that the fulfillment of motivator and hygiene factors can increase job satisfaction, encourage better performance, and prevent dissatisfaction that reduces performance. Based on this understanding, it can be concluded that even though the workload increases, employees who are satisfied with their jobs tend to continue to show optimal performance. This is in line with (Indripriarko & Aima, 2022; Sipayung & Purba, 2021; Syurya Mitra et al., 2023) which found that job satisfaction is one of the mediating variables between workload and employee performance.

H8: Job satisfaction is able to mediate workload with employee performance

Research by Saripah et al. (2024) shows that employees will be more satisfied with their jobs when working in a safe and comfortable workplace. In addition, two-factor theory reveals that good work environment conditions can strengthen a person's hygiene factors so that they have a satisfying effect on those who feel it. This is supported by research (Jayasri & Annisa, 2023; Prahasyila et al., 2024; Syurya Mitra et al., 2023) which reveals job satisfaction is able to mediate the relationship between work environment and employee performance.

H9: Job satisfaction mediates the effect of work environment on employee performance.

Research by Fatmasari & Badaruddin (2022) found that Motivation contributes to increased job satisfaction, which in turn encourages employee performance to be more optimal. Based on the Two-Factor Theory, high motivation such as recognition and opportunities for development play a role in increasing employee job satisfaction. This is supported by research (Hamdani & Priambodo, 2024; Prabowo et al., 2024; Prahasyila et al., 2024) which shows the relationship between job satisfaction as a mediator variable between motivation and employee performance.

H10: Job satisfaction mediates the effect of motivation on employee performance.

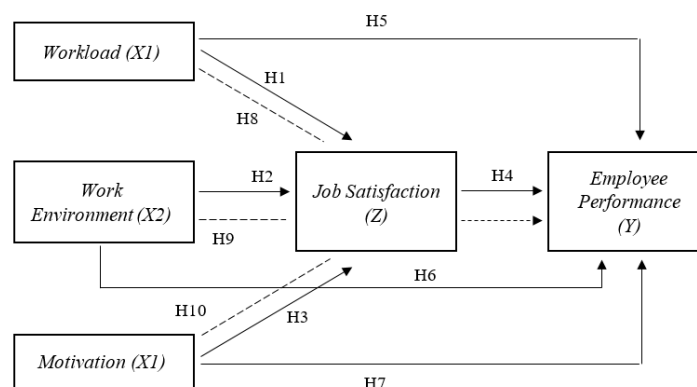


Figure 1. Conceptual Framework

METHODOLOGY

This study was conducted at four health centers in Tasikmalaya City, which were selected using simple random sampling technique from a total of 22

health centers. The location sample consisted of two inpatient health centers and two non-inpatient health centers, in order to obtain a variety of service types. The population of respondents in this study were all medical and paramedical personnel in the four health centers, with a total of 168 people. The number of respondent samples was determined using the Slovin formula with an error rate of 5%, resulting in 120 respondents.

Sampling of respondents was carried out using the quota sampling technique, which is to determine a certain number from each health center proportionally based on the number of employees. This technique is used so that the distribution of respondents remains balanced and represents each location proportionally. The distribution of instruments was carried out in the form of questionnaires to medical and paramedical employees who had been determined as samples. Analysis of the influence and relationship between variables was carried out using SEM-PLS (Structural Equation Modeling-Partial Least Square) using SmartPLS version 4 to test the hypotheses in this study.

RESEARCH RESULTS

Respondent Profile

Most of the respondents in this survey were female, at 77%, which reflects the dominance of female participation in this study. In terms of education level, the majority of the respondents, 50.0%, were graduates of D4 or S1, indicating that most health workers have higher education qualifications. The age group of 21-30 years dominated with a percentage of 35%, indicating that the respondents were dominated by individuals of productive age. In terms of tenure, 26% of respondents had 11-15 years of work experience, indicating the involvement of workers with medium experience. Meanwhile, by profession, 87.0% of respondents came from the paramedic group, which reflects the distribution of the workforce in the health service facilities studied.

Evaluation of the Measurement Model (outer model)

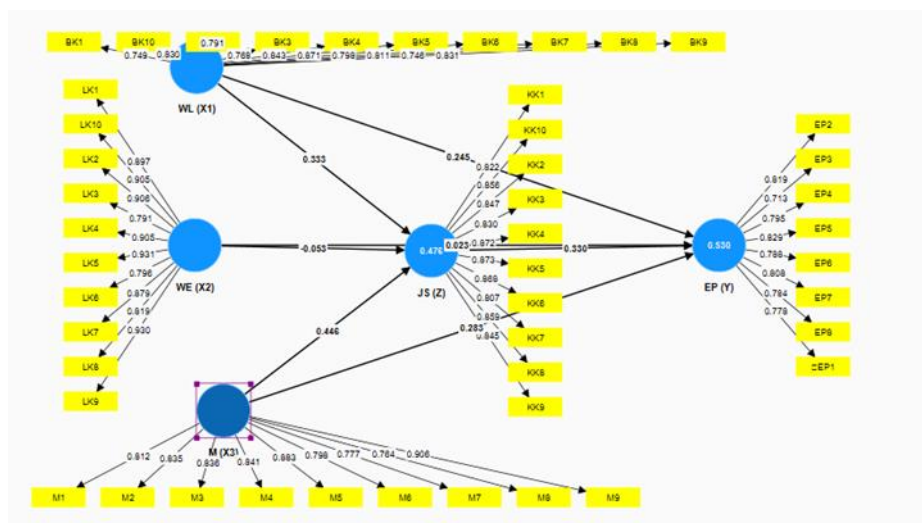


Figure 1. Outer model

Table 1. Convergent validity and reability

Variables	Cronbach's Alpha	Composite Reability	AVE
Employee Performance	0.914	0.930	0.642
Job Satisfaction	0.957	0.962	0.720
Motivation	0.943	0.952	0.687
Work Environment	0.969	0.971	0.770
Workload	0.939	0.948	0.647

According to Hair et al. (2017), a measure is reliable if the composite reliability and Cronbach's alpha > 0.70. Based on Table 1, all variables in this study meet these criteria. In addition, the AVE value > 0.50 indicates convergent validity is met. Thus, the indicators of this study are valid and reliable.

Table 2. Fornell-Larcker discriminant validity

Variables	EP	JS	M	WE	WL
EP	0.790				
JS	0.646	0.848			
M	0.619	0.626	0.829		
WE	-0.046	-0.103	-0.040	0.877	
WL	0.584	0.576	0.535	-0.097	0.805

Table 2 shows that the Discriminant Validity (Fornell-Larcker) results show that the Fornell-Larcker value on the employee performance variable is higher than the value on the variable below it. Likewise with other variable values. This indicates that the discriminant validity value has been achieved using the Fornell-Larcker assumption.

Table 3. Inner Model (R Square)

	R-Square	Adjusted R-Square
EP	0.530	0.514
JS	0.476	0.463

Based on Table 3, the R square value for employee performance is 0.514, indicating that 51.4% of performance is explained by the independent variables, and 48.6% is influenced by other factors outside the study. Meanwhile, the R square for job satisfaction is 0.463, meaning that 46.3% is influenced by the variables in the model, and 53.7% by other factors.

Table 4. Model Fit

	Saturated Model	Estimated Model
SRMR	0.061	0.061

Based on Table 4, the Standardized Root Mean Square Residual (SRMR) value obtained is 0.061. Referring to Hair et al. (2017) the SRMR value <0.08 indicates that the model has a good level of fit. Thus, the model in this study can be said to be fit, because the difference between the observed and predicted covariance matrices is relatively small. This means that the model built is in accordance with the data obtained and is statistically acceptable.

Table 5. hypothesis testing

Hypothesis		Paath Coefficients (β)	T Statistic	P Values	Conclusion
WL→ EP	H1	0.245	1.968	0.026	Supported
WE→ EP	H2	0.023	0.317	0.376	Not supported
M→ EP	H3	0.283	2.434	0.008	Supported
JS→ EP	H4	0.330	2.939	0.002	Supported
WL→ JS	H5	0.333	3.942	0.000	Supported
WE→ JS	H6	-0.053	0.677	0.250	Not supported
M→ JS	H7	0.446	5.010	0.000	Supported
WL→ JS→ EP	H8	0.110	2.424	0.008	Supported
WE→ JS→ EP	H9	-0.018	0.592	0.278	Not supported
M→ JS→ EP	H10	0.147	2.411	0.009	Supported

In the final stage, hypothesis testing is carried out to see the influence and significance between variables in the model. The hypothesis is accepted if the T statistic value > 1.960, the path coefficient is positive, and the P values <0.05.

DISCUSSION

Effect of Workload on Employee Performance

Based on the research results, workload has a positive and significant effect on employee performance. The majority of respondents in this study were paramedics with a D4/S1 education, productive age (21-30 years), and medium work experience (11-15 years), which indicates that they have the capacity to handle workload effectively. This shows that a high workload but still within the limits of ability can encourage employees to work more optimally. This finding is in line with Expectancy Theory and Job Demands-Resources, which state that an appropriate workload strengthens the belief that effort will result in satisfactory performance, thus increasing motivation. These results are also in line with research (Berhed & Ariani, 2024; Damayanti & Ekowati, 2024; Herawati et al., 2023; Mulyadi et al., 2024; Rahmadhon et al., 2024) which states that workload has a positive and significant effect on employee performance.

Effect of Work Environment on Employee Performance

This study shows that the work environment has no significant effect on employee performance. Although a conducive environment can provide comfort and emotional support, this in the context of this study is not enough to encourage improved performance. Referring to Expectancy Theory, the work environment should be able to build confidence that effort will result in good

performance. However, in this finding, the work environment does not act as a reinforcer of this belief, so the impact on employee performance is insignificant. This result is supported by research Rabuana & Yanuar (2023) and Wahyudi et al. (2023) which states that the work environment has no significant effect on employee performance.

Effect of Motivation on employee performance

The results showed that motivation has a positive and significant effect on employee performance. In other words, a strong motivational drive can strengthen morale, achievement of organizational goals, and employee performance. This is reinforced by the profile of the majority of respondents who are paramedics of productive age and highly educated, so they have good work readiness and commitment in carrying out their duties. Based on expectancy theory, motivation encourages employees to work more optimally when they believe that their efforts will result in good performance (expectancy), get rewards (instrumentality), and the results are valuable to them (valence). High motivation reflects a positive perception of this relationship and has an impact on improving performance. This research is supported by (Fatmasari & Badaruddin, 2022; Kusnadi et al., 2025; Prabowo et al., 2024) which states that motivation has a positive and significant effect on employee performance.

Effect of Job Satisfaction on Employee Performance

This study reveals that job satisfaction has a positive and significant effect on the performance of an employee. The evidence of this finding indicates that when employees are able to demonstrate good performance such as target achievement, high levels of productivity, and real contributions to the organization they tend to experience increased levels of job satisfaction. From a two-factor theory perspective, job satisfaction is influenced by a combination of motivators and hygiene factors. A work environment that fulfills the motivator factors serves as a key enabler, reduces mental workload, and increases employee motivation, which has a positive impact on their productivity. The results of this study are in line with several previous researchers (Afianto et al., 2023; Dinata et al., 2024; Indripriarko & Aima, 2022) which shows that job satisfaction has a positive and significant effect on employee performance.

Effect of Workload on Job Satisfaction

Based on the research results, workload has a positive and significant effect on job satisfaction. This shows that the better employees are at managing high workloads, the greater their chances of feeling satisfaction in their jobs. Referring to Herzberg's two-factor theory, an appropriate and not excessive workload acts as a hygiene factor that can prevent job dissatisfaction. When employees are given a workload that is balanced and in accordance with their abilities, they tend to feel comfortable and not pressured in carrying out their duties, so this contributes to the creation of a sense of satisfaction with the work performed. This opinion is reinforced by research (Munandar et al., 2022; Prahasyila et al., 2024; Sipayung & Purba, 2021) which confirms that workload has a positive and significant effect on job satisfaction.

Effect of Work Environment on Job Satisfaction

The results showed that the work environment has no positive and significant effect on job satisfaction. This shows that the conditions or factors in the work environment, such as facilities, atmosphere, and interaction between coworkers, do not have a significant impact on the level of employee satisfaction. Based on Herzberg's Two-Factor Theory, the work environment is categorized as a hygiene factor that serves to prevent dissatisfaction, but does not play a direct role in encouraging job satisfaction. Therefore, although the work environment is important for creating comfortable conditions, its existence does not necessarily have a significant impact on increasing employee job satisfaction. This research is in line with research (Sipayung & Purba, 2021) which reveals that the work environment has no significant effect on employee job satisfaction.

The Effect of Motivation on Job Satisfaction

The results of this study reveal that motivation has a positive and significant effect on job satisfaction. Based on these findings, it can be concluded that when employee motivation is at a high level, job satisfaction tends to increase. In the perspective of Herzberg's Two-Factor Theory, motivation is categorized as an intrinsic factor that acts as the main driver of job satisfaction, especially through aspects of achievement, recognition, responsibility, and opportunities for self-development. This is relevant in the context of health workers at Puskesmas, where high work demands require a strong internal drive to remain satisfied and motivated in carrying out tasks. This finding is also in line with the results of research studies (Afianto et al., 2023; Armika & Rijanti, 2024; Dinata et al., 2024) which consistently prove that motivation has a positive and significant influence on job satisfaction.

The Effect of Workload on Employee Performance with Job Satisfaction as a Mediating Variable

Based on the research results, job satisfaction can positively and significantly mediate the relationship between workload and employee performance. From these results, it can be interpreted that when workload is allocated properly and according to employee capacity, it not only encourages improved performance, but also increases their job satisfaction. Based on the Two-Factor Theory, a proportional workload is able to maintain a balance of hygiene factors which then has an impact on increasing job satisfaction and the quality of the work environment that supports employee motivation and performance. This finding is consistent with the results of research (Kurniawan et al., 2024; Sipayung & Purba, 2021; Syurya Mitra et al., 2023) which shows that job satisfaction variables can act as mediators between workload and job satisfaction.

The Effect of Work Environment on Employee Performance with Job Satisfaction as a Mediating Variable

The results showed that job satisfaction proved unable to function as a mediating variable linking the work environment and employee motivation. In other words, work environment conditions do not contribute directly to

increasing employee satisfaction or performance at the Tasikmalaya City Health Center. This finding is in line with Herzberg's Two-Factor Theory which states that the work environment is included in hygiene factors, which if not fulfilled can cause dissatisfaction, but its fulfillment does not necessarily increase satisfaction significantly. This is possible because employees view the work environment as a basic need that should be fulfilled, so its existence is not the main source in shaping job satisfaction. This study also confirms the results of research (Indripriarko & Aima, 2022; Ridwan & Priambodo, 2024; Sipayung & Purba, 2021) which states that job satisfaction is not able to significantly mediate the influence of the work environment on employee performance.

The Effect of Motivation on Employee Performance with Job Satisfaction as a Mediating Variable

Based on the results of the study, it shows that job satisfaction is proven to function as a positive and significant mediating variable that can connect employee performance and motivation. This means that motivation not only has a direct impact on improving performance, but also indirectly affects performance through increased job satisfaction. The higher the motivation of employees, the higher the level of job satisfaction felt, and ultimately this will encourage an increase in overall performance. In addition, in the context of Tasikmalaya City Puskesmas employees, high work motivation both intrinsically and extrinsically encourages feelings of satisfaction in carrying out tasks, which is then reflected in improved performance, such as faster, more accurate service, and empathy for patients. Based on the Two Factor Theory, job satisfaction will increase along with increased motivation, this can indirectly encourage better employee performance. This result is consistent with research (Hamdani & Priambodo, 2024; Prabowo et al., 2024; Sipayung & Purba, 2021) which states that job satisfaction functions as a positive and significant mediating variable that can connect employee performance and motivation.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that workload and motivation have a positive and significant impact on employee performance both directly and indirectly through job satisfaction. The findings emphasize that when employees are assigned workloads proportional to their capacity and are driven by strong intrinsic and extrinsic motivation, they tend to experience higher job satisfaction, which in turn enhances performance. Conversely, the work environment shows no significant direct or indirect effect on performance or job satisfaction, indicating that in this context, environmental factors are not considered critical performance drivers by health workers.

Additionally, job satisfaction successfully mediates the effect of workload and motivation on employee performance, confirming its strategic role in linking input factors to output behavior. However, job satisfaction does not mediate the relationship between work environment and performance, reflecting that the provision of physical or social workplace conditions alone does not automatically lead to increased satisfaction or productivity among medical and paramedical personnel.

ADVANCED RESEARCH

Future research is encouraged to explore the longitudinal effects of workload, motivation, and job satisfaction on employee performance across different healthcare settings, such as hospitals, private clinics, and rural health posts, to enhance generalizability. Additionally, incorporating moderating variables such as leadership style, emotional intelligence, or organizational culture could offer deeper insights into the dynamics of performance outcomes. Expanding the model with qualitative methods—such as interviews or focus groups—may also uncover nuanced perspectives on why the work environment did not significantly influence satisfaction or performance. A cross-regional or cross-sectoral comparative study could further validate whether these findings hold across varying organizational structures and cultural contexts.

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