

## Job Satisfaction's Role in Mediating the Influence of Workload and Work Culture on Employee Performance of Community Health Center at Klungkung

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### ABSTRACT

Community health center is a community that has a vital role in the growth of human resources. If health services are low, it will greatly affect all sectors of community growth, including the economy in the area. The aim of this research is to determine and analyze the influence of psychological workload and work culture on performance with job satisfaction as a mediator. The population is all employees of the UPTD Puskesmas Banjarangkan I Klungkung with total of 78 people. The analysis technique used is SEM-PLS. The research results show that psychological workload has no significant effect on employee performance, work culture has a significant effect on employee performance, job satisfaction has a significant effect on employee performance, psychological workload has no significant effect on job satisfaction, and work culture has a significant effect on job satisfaction. The implication of this research is that community health centers must continue to improve the performance and satisfaction of their employees so that employees can provide excellent service to the community.

**Keywords:** Community Health Center; Employee Performance; Job Satisfaction; Psychological Workload; Work Culture

## **INTRODUCTION**

The significance of human resources in shaping the ongoing success and advancement of an organization is crucial. Even when other resources are accessible, the absence of adequate human resources can impede the effective functioning of the organization. Consequently, effective management of human resources is imperative to ensure elevated motivation in the workplace. For organizations or companies primarily engaged in providing services, the meticulous management of human resources is particularly critical, given its direct influence on the performance of employees within the company. Naturally, outstanding service delivered by employees correlates with heightened customer satisfaction.

Community health centers, located typically at the district or city level in Indonesia, bear the responsibility of delivering fundamental healthcare services. These services encompass public health programs, general medical care, immunizations, maternal and child health initiatives, alongside organizing activities to promote health and prevent diseases. As the initial point of contact for individuals seeking healthcare, community health centers play a crucial role, particularly in regional areas, highlighting their significant importance to the community.

Several factors influence employee performance, one of which is workload. Workload is identical to pressure or stress that arises when someone does their job. Gibson et al. (2012) explain pressure as an adaptive response, which is influenced by individual differences and/or psychological processes, namely a consequence of every external action (environment, situation, or event) that places too many psychological and physical demands on a person. A workload that is too heavy in an organization or company often becomes a problem for employee performance. With workload that is too heavy and the work must be done as quickly as possible, this can result in the average employee performance not being able to run optimally. Companies or organizations always demand that employees perform their work optimally (Maria et al., 2023). However, if a company neglects to address employees' concerns promptly, it can lead to what is commonly referred to as perceived workload among employees (Nurhasanah et al., 2022). This aligns with the findings of Polakitang et al. (2019), who concluded that workload does not positively and significantly impact employee performance.

Another factor that influences and can improve an employee's performance is work culture. Research by Winandar et al. (2021), Rizqina et al. (2017), and Kurniawan (2019) stated that work culture has a positive and significant effect on employee performance. One of the other factors that can influence employee performance is job satisfaction. Performance in carrying out its functions does not stand alone but is related to job satisfaction. Employees who feel satisfied will be more likely to be involved in the organization which can increase productivity, while employees who are not satisfied will influence the organization's activities in achieving goals (Apriono et al., 2023). Research by Sartika et al. (2022) and Rizqina et al. (2017) stated that job satisfaction has a positive and significant effect on employee performance.

Researchers are motivated to develop research conducted by Nurhasanah et al. (2022) regarding the influence of work ethics, organizational culture, and workload on employee performance with job satisfaction as an intervening variable. Workload is the quantity of tasks, projects, responsibilities, and demands that individuals, teams, or organizations are anticipated to finish within a specified timeframe. This includes the various assignments and obligations assigned to individuals or groups in their professional or academic endeavors. Performance is the work results achieved by employees in a certain period, and compared with the targets set (Rivai, 2020). Nabawi (2019) states

that job satisfaction is not how hard or how well someone works, but how much someone likes the job. Work culture is a philosophy based on a view of life as values that become traits, habits, and incentives that are cultivated in a group and are reflected in attitudes, behavior, ideals, opinions, views, and actions that manifest as work or work.

This research introduces a novel perspective by addressing the lack of prior investigations into employee performance at Community Health Centers in the Klungkung area. The study focuses on independent variables, namely psychological workload and work culture, with employee satisfaction serving as a mediator. The significance of this research stems from the fact that, during the distribution of questionnaires on employee job satisfaction at the Banjarangkan I Klungkung Community Health Center, Bali, in the 2020-2022 period, workload emerged as one of the factors with the lowest satisfaction scores. Consequently, it becomes imperative to conduct this research to empirically identify the factors that impact employee performance at the Banjarangkan I Klungkung Community Health Center, Bali.

## **LITERATURE REVIEW**

### **Workload**

According to Wandy (2007), workload is the average frequency of activities of each job within a certain period of time. Workload includes both physical and mental workload. As a result of workload that is too heavy or physical abilities that are too weak, an employee may suffer from work-related disorders or illnesses. A company must pay attention to workload because a proper workload can increase employee work productivity (Sudiharto, 2001).

### **Work Culture**

Work culture is a process of teaching certain knowledge and skills as well as attitudes so that employees become more skilled and able to carry out their responsibilities better, in accordance with standards (Mangkunegara, 2015). It is believed that a strong work culture is thought to be crucial for better performance. Building a good work culture is a top priority because it sets the tone for success. It involves creating values that guide everyone in the organization, from leaders to all staff, in the right direction.

### **Employee Performance**

According to Moeheriono (2012), performance is a description of the level of achievement of an activity, program, or policy in realizing an organization's goals, objectives, vision, and mission as outlined in an organization's strategic planning. Employee performance is dynamic and has a major impact on overall and sustainable organizational performance (Siburian et al., 2021).

### **Job Satisfaction**

Job satisfaction measures how happy people are with their jobs in an organization. It is seen as a bad sign if being satisfied with their job does not help make the work culture better (Kurniawan, 2019). According to Robbins and Judge (2015), job satisfaction is a general attitude towards a person's work that shows the difference between the amount of reward workers receive and the amount they believe they should receive. Job satisfaction is an affective or emotional response to various aspects or facets of a person's work, so that job satisfaction is not a single concept.

### **Hypotheses**

#### ***The Influence of Psychological Workload on Employee Performance***

According to theory, there is a relationship between workload and employee performance as follows: high workload will cause a lack of performance, where it can be

explained that the higher the workload received by an employee, the more it will affect the employee's performance. One of the causes of decreased performance due to workload is the need to take on two or more tasks that must be done simultaneously. The more requests there are to carry out these tasks, the more work performance will decrease. This is in accordance with research by Polakitang et al. (2019), which states that workload has a negative and insignificant effect on employee performance. The hypothesis in this research is as follows.

H1: Psychological workload has a negative effect on the performance of UPTD employees at the Banjarangkan I Klungkung Community Health Center.

#### ***The Influence of Work Culture on Employee Performance***

Work culture is a system of meaning related to work, work, and work interactions that is mutually agreed upon and used in daily work life (Hartanto, 2009). Work culture influences productivity, performance, commitment, self-confidence, and ethical behavior. Work culture aims to change existing behavior in order to improve company performance. This is also supported by the research results of Hamsatang et al. (2020), Nur & Syam (2020), and Hasdiah et al. (2018), which found that work culture has a positive and significant effect on employee performance. Based on theoretical studies and previous research, the hypothesis in this research is as follows.

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

#### ***The Influence of Job Satisfaction on the Performance of UPTD Employees at the Banjarangkan I Klungkung Community Health Center***

Job satisfaction is an emotional attitude or feeling of being happy and loving one's job. This attitude is reflected in work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside of work, and in a combination of inside and outside work. Job satisfaction is one of the factors that influences employee performance. Employee performance is said to be good if the job satisfaction felt by the employee is also getting better. Job satisfaction in a company is needed to boost employee performance; this satisfaction can be in the form of basic salary, compensation, opportunities for salary increases, opportunities for promotion, rewards, trips abroad, work relationships, and so on. This is supported by research by Jufrizen et al. (2018) and Syahputra & Jufrizen (2019), who stated that job satisfaction has a positive and significant effect on employee performance. Based on theoretical studies and previous research, the hypothesis in this research is as follows.

H3: Job satisfaction has a positive and significant effect on employee performance.

#### ***The Influence of Psychological Workload on Job Satisfaction of UPTD Employees at Banjarangkan I Klungkung Community Health Center***

Workload is an activity that must be completed by every employee or organization within a predetermined time period (Bawono & Nugraheni, 2015). Higher workload can result in decreased employee performance, which can affect job satisfaction. This is in accordance with previous research by Kusuma (2020), which states that workload has a negative and significant effect on job satisfaction. Based on theoretical studies and previous research, the hypothesis in this research is as follows.

H4: Psychological workload has a negative and significant effect on job satisfaction.

***The Influence of Work Culture on Job Satisfaction of UPTD Employees at the Banjarangkan I Klungkung Community Health Center***

Work culture is a habit carried out by every employee in every organization, violations of habits for which there are no sanctions, but every member of the organization has agreed that these routines must be adhered to achieve a goal. Job satisfaction is a measure of the quality of life in every organization, but it will be a bad estimate if job satisfaction does not result in changes in work culture (Kurniawan, 2019). This is in accordance with research by Kurniawan (2019) and Sandra & Rahmat (2019), which states that work culture has a positive and significant effect on job satisfaction. Based on theoretical studies and previous research, the hypothesis in this research is as follows.

H5: Work culture has a positive and significant effect on job satisfaction.

## **RESEARCH METHOD**

The research location is the Village Integrated Services Unit (UPTD) of the Banjarangkan I Klungkung Community Health Center in Tusan Village, Banjarangkan District, Klungkung. The objects of this research are job satisfaction, psychological workload, work culture, and employee performance.

The sample in this study consisted of all 78 UPTD employees of the Banjarangkan I Klungkung Community Health Center, using a non-probability sampling method with a saturated sampling technique. The data collection methods used were observation, questionnaires, interviews, and documentation directly at the research site by applying a quantitative approach. The analysis technique used in this research is SEM - PLS.

The measurement of each variable uses a questionnaire with the measurement used in this study being a Likert scale with assessment intervals: strongly agree with a score of 5, agree with a score of 4, disagree with a score of 3, disagree with a score of 2, and strongly disagree with a score of 1. The entire population in this study was used as a research sample, so the research sample was taken as a saturated sample, namely 78 Community Health Center employees.

The statements in the questionnaire are related to the indicators in this research variable, namely as follows.

### **Psychological Workload (X1)**

Psychological workload is the workload that arises from psychological activity in the work environment, caused by, among other things, the need to remain in a state of high alertness for long periods of time, the need to make decisions that involve great responsibility, decreased concentration due to monotonous activities, and lack of contact with other people, especially for isolated workplaces.

### **Work Culture (X2)**

Work culture is the degree of strength of the UPTD Puskesmas Banjarangkan I Klungkung, both explicit (instilled by management) in the form of company regulations or work rules and implicit, which are reflected in the behavior or actions of management, leaders, and employees themselves who can influence employee work behavior.

### **Job Satisfaction (Z)**

Job satisfaction is a positive attitude that concerns the healthy adjustment of employees to work conditions and situations, including salary, social conditions, physical conditions, and psychological conditions.

### Employee Performance (Y)

Employee performance is a score obtained from an employee performance instrument, which is used to measure work quality, work quantity, trustworthiness, dependability, initiative, adaptiveness, and cooperation.

## RESULTS

### Characteristics of Respondents

The characteristics of respondents shown in this research are grouped according to gender, age, type of contract, and length of service.

**Table 1.** Demographic Background of Respondents

	Frequency	Percentage (%)
<b>Gender</b>		
Female	62	79.5
Male	16	20.5
<b>Age</b>		
20-30 years old	28	36.8
30-40 years old	24	31.6
40-50 years old	15	19.7
50-60 years old	9	11.8
<b>Employee Status</b>		
Civil Servants	41	52.6
Contract Employee	37	47.4
<b>Length of Service</b>		
<5 Years	24	30.8
5-10 Years	12	15.4
>10 Years	42	53.8
<b>Last Education</b>		
High School Graduate	5	6.4
Diploma III	45	57.7
Bachelor's Degree	27	34.6
Master's Degree	1	1.3

### Gender

Based on the data collected, there were more female respondents than male respondents. There were 16 male respondents (20.5%) and 62 female respondents (79.5%).

### Age

Based on the data collected, the respondents with the highest age were between 20 - 30 years, namely 31 people (39.7%), 30 - 40 years old, 24 people (30.8%), and 13 people aged 40 - 50 years (16.7%). Respondents with ages at least between 50 – 60 were 10 people (12.8%).

### Employee Status

Based on the data collected, there were more respondents as Civil Servants (PNS) than respondents as contract employees. There were 41 civil servants (52.6%) and 37 respondents as regional contract employees (47.4%).

### Service Period

Based on the data collected, respondents with the longest working period were 42 people (53.8%), respondents with a working period of less than 5 years were 24 people (30.8%), and respondents with a long working period of 5 – 10 years were 12 people (15.4%).



### ***Last Education***

Based on the data collected, respondents with the highest education were as follows: 5 people (6.4%) had completed primary education, 45 people (57.7%) had completed secondary education, 45 people (57.7%) had completed high school, 27 people (34.6%) had completed undergraduate education, and 1 person (1.3%) had completed a master's degree.

### **Data Analysis Results**

#### ***Validity and Reliability Test***

This test is carried out by comparing the square root of the Average Variance Extracted (AVE) value for each latent variable with the correlation between other latent variables in the model. The recommended AVE value that is greater than 0.50 is considered valid. The discriminant validity value can be presented in the following table.

**Table 2.** Discriminant Validity Test

Variable	AVE	AVE	Correlation			
			X1	X2	Y	Z
X1. Psychological workload	0.800	0.894	0.894			
X2. Work culture	0.799	0.893	0.358			
Y. Employee performance	0.848	0.920	0.289	0.533	0.921	
Z. Job satisfaction	0.713	0.844	0.321	0.428	0.490	0.845

All variables have an AVE value above 0.5, namely psychological workload (X1) with an AVE value of 0.800, work culture (X2) with an AVE value of 0.799, employee performance (Y) with an AVE value of 0.848, and job satisfaction (Z) with an AVE value of 0.713. Apart from that, the square root value of Average Variance Extracted (AVE) for each variable mostly has a value above the coefficient between variables. Psychological workload (X1) has an AVE value of 0.894, work culture (X2) has an AVE value of 0.893, employee performance (Y) has an AVE value of 0.920, and job satisfaction (Z) has an AVE value of 0.844. Thus, the results obtained indicate that the discriminant validity of the research model is valid.

The composite reliability value of the four latent variables is above 0.7, namely psychological workload (X1) composite reliability value of 0.960, work culture (X2) composite reliability value of 0.941, employee performance (Y) composite reliability value of 0.984, and job satisfaction (Z) composite reliability value is 0.957, so it can be concluded that the variables in this study are reliable, which can be seen in the following table.

**Table 3.** Reliability Test

Variable	Composite Reliability	Information
X1. Psychic Workload	0.960	Reliable
X2. Work Culture	0.941	Reliable
Y. Employee Performance	0.984	Reliable
Z. Job Satisfaction	0.957	Reliable

### **Hypothesis Test**

#### ***Direct Effect Testing***

The results of the Path coefficient validation test on each path for direct influence can be presented in Table 3.

**Table 4.** Direct Effect Testing

No	Relationship between Variables	Path Coefficient (Bootstrapping)	T Statistics	P Value	Note
1	Psychic Workload (X1)→ Employee Performance (Y)	0.053	0.376	0.707	Not significant
2	Work Culture (X2)→Employee Performance (Y)	0.382	2,501	0.013	Significant
3	Job Satisfaction (Z)→ Employee Performance (Y)	0.309	2,072	0.039	Significant
4	Psychic Workload (X1 )→Job Satisfaction (Z)	0.193	1,672	0.095	Not significant
5	Work Culture (X2 )→Job Satisfaction (Z)	0.359	3,150	0.002	Significant

The results of hypothesis testing are as follows.

Psychological workload (X1) has no effect on employee performance (Y). This is indicated by the path coefficient, which has a positive value of 0.053 with a T-statistic of 0.376, which is smaller than the calculated T of 1.98 ( $0.376 < 1.98$ ), and a P value of 0.707, which is greater than 0.05 ( $0.707 > 0.05$ ). This means that the higher the psychological workload, it does not affect employee performance.

Work culture (X2) has a significant effect on employee performance (Y). This is indicated by the positive path coefficient of 0.382 with a T-statistic of 2.501, which is greater than the calculated T of 1.98 ( $2.501 > 1.98$ ), and a P value of 0.013, which is smaller than 0.05 ( $0.013 < 0.05$ ). This means that the higher the work culture, the higher the employee performance.

Job satisfaction (Z) has a significant effect on employee performance (Y). This is indicated by the path coefficient, which has a positive value of 0.309 with a T-statistic of 2.072, which is greater than the calculated T ( $2.072 > 1.98$ ), and a P value of 0.039, which is smaller than 0.05 ( $0.039 < 0.05$ ). This means that the higher the job satisfaction, the higher the employee's performance.

Psychological workload (X1) has no significant effect on job satisfaction (Z). This is indicated by the path coefficient, which has a positive value of 0.193 with a T-statistic of 1.672, which is smaller than the calculated T of 1.98 ( $1.672 < 1.98$ ), and a P value of 0.095, which is greater than 0.05 ( $0.095 > 0.05$ ). This means that the higher the psychological workload, the employee satisfaction increases but it is not significant.

Work culture (X2) has a significant effect on job satisfaction (Z). This is indicated by the path coefficient, which has a positive value of 0.359 with a T-statistic of 3.150, which is greater than the calculated T of 1.98 ( $3.150 > 1.98$ ), and a P value of 0.002, which is smaller than 0.05 ( $0.002 < 0.05$ ). This means that the higher the work culture, the higher the job satisfaction.



### ***Indirect Influence Through Mediating Variables***

Testing the indirect influence of the psychological workload and work culture variables on employee performance through job satisfaction. The results of the analysis can be presented in the following table.

**Table 5.** Indirect Influence Through Mediating Test

No	Mediation Variables	(a)	(b)	(c)	(d)	Note
1	Psychological workload → Job satisfaction → Employee performance	0.376 (no sig)	0.060 (no sig)	1,672 (no sig)	2,072 (sig)	No mediation
2	Work culture → Job satisfaction → Employee performance	2,501 (sig)	0.111 (sig)	3,150 (sig)	2.072 (sig)	Partial mediation

The results of testing the mediating variable are as follows.

Job Satisfaction (Z) does not mediate the indirect influence of Psychological Workload (X1) on Employee Performance (Y). This can be seen from the mediation test value where the "a" value is 0.376. The "c" coefficient value of 1.672 is not significant, and the "d" coefficient value of 2.072 is significant. The path coefficient value "a" > "b," where the "a" value is 0.376 > the "b" value is 0.060, has an insignificant value, so it can be said that job satisfaction does not mediate the influence of psychological workload on employee performance. Based on this, it can be interpreted that the higher the psychological workload, the lower employee performance, which is caused by employee job dissatisfaction at UPTD Puskesmas I Banjarangkan Klungkung.

Job Satisfaction (Z) as mediation of the indirect influence of Work Culture (X2) on Employee Performance (Y). This can be presented at a value of 2.501, a value of "c" of 3.150, and a value of "d" of 2.072, which has a significant value. The value of the path coefficient "a" < "b," where the coefficient "a" is 2.501 < the coefficient "b" is 0.111, is significant. This means that as job satisfaction increases based on organizational culture, the performance of UPTD Puskesmas I Banjarangkan Klungkung employees increases. Other information is that job satisfaction mediates the influence of work culture on employee performance.

### ***Testing Direct, Indirect, and Total Effects***

The work culture path (X2) on job satisfaction (Y) has the highest total effect of 0.493 compared to the psychological workload path (X1) on job satisfaction (Z), which has a total effect of 0.113. This means that a high work culture will increase job satisfaction for UPTD Puskesmas Banjarangkan I Klungkung employees, and a high psychological workload will be a heavy burden because it tends to increase the level of frustration for UPTD Banjarangkan I Klungkung employees in achieving high employee performance.

Psychological workload has an indirect effect of 0.060, which is greater than the direct effect of 0.053, and the total effect is 0.113 with a P value of 0.197, which is greater than 0.05. This means that job satisfaction does not mediate the influence of psychological workload on employee performance.

Work culture has an indirect influence on employee performance through job satisfaction of 0.111, which is smaller than the influence of work culture on performance of 0.382, while the total influence is 0.493 and the P value is 0.000 (can be seen in Appendix 8), which is smaller than 0.05. This means that job satisfaction mediates the influence of work culture on employee performance.

Calculations of direct, indirect, and total effects are presented in Table 5.

**Table 6.** Direct Indirect and Total Effects Test

No	Variable	Immediate Effect	Indirect Effects	Total Effect
1	Psychological Workload (X1) → Employee Performance (Y)	0.053	0.060	0.113
2	Psychological Workload (X1) → Job Satisfaction (Z)	0.193	-	0.193
3	Job Satisfaction (Z) → Employee Performance (Y)	0.309	-	0.309
4	Work Culture (X2) → Employee Performance (Y)	0.382	0.111	0.493
5	Work Culture (X2) → Job Satisfaction (Z)	0.359	-	0.359

## DISCUSSION

### The Effect of Psychological Workload on Employee Performance

The research results show that psychological workload does not have a significant effect on employee performance. Although higher psychological workload may lead to an increase in employee performance, the increase is not significant. This is likely caused by the high level of frustration and mental strain experienced by employees. To address psychological workload, workload management is recommended. There are five steps for effective workload management, they are (1) identifying the workload and team capacity through measurements using a workload questionnaire, as implemented in this research; (2) allocating resources and distributing the workload accordingly; (3) engaging in discussions with team members to adjust workload based on individual needs; (4) improving team efficiency during heavy workload periods; and (5) utilizing work management tools to facilitate workload management. These findings align with previous research conducted by Polakitang et al. (2019), which also found that psychological workload has a negative effect on employee performance.

### The Influence of Work Culture on Employee Performance

The results of the research show that work culture has a significant effect on employee performance, meaning that the better the work culture, the more employee performance will increase. Additionally, organizational consistency and employee innovation and risk-taking contribute to the increase in employee performance. UPTD Puskesmas Banjarangkan I Klungkung adheres to the provisions of the Ministry of Administrative Reform and Bureaucratic Reform and has the slogan "Breakthrough work culture for State Civil Apparatus (ASN) with Morals and Proud Serving the Nation," which is not just a slogan but a root firmly embedded in ASN work culture. Based on Pancasila, having *akhlak* (morality) is a solid foundation in strengthening a professional and solid ASN work culture. A solid work culture yields performance as the final fruit. Morality extracts and simplifies the basic values of ASN contained in Law No. 5/2014 concerning ASN as well as the direction of the President of the Republic of Indonesia, Joko Widodo, who often emphasizes the importance of service to the community. These values are narrowed down to seven values that apply to ASN in general, namely service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative. The results of this research support previous research conducted by Hamsatang et al. (2020), Nur & Syam (2020), and Hasdiah et al. (2018), which found that work culture has a positive and significant effect on employee performance.

### **The Effect of Job Satisfaction on Employee Performance**

The results of the research show that job satisfaction has a significant effect on employee performance, meaning that the higher the job satisfaction, the higher the employee's performance. Additionally, employee work safety and a high level of employee work culture contribute to job satisfaction, leading to an increase in employee performance. To maintain job satisfaction, actions should align with Powell and Dent-Micallef's (1999) satisfaction theory, which emphasizes general employee satisfaction with leadership and management, as well as satisfaction from various dimensions of the Job Satisfaction survey, including salary, promotion opportunities, supervision, benefits, appreciation, relationships with co-workers, and communication. These results align with previous research conducted by Jufrizen et al. (2018), Jufrizen (2016), and Syahputra & Jufrizen (2019), which found that job satisfaction has a positive and significant effect on employee performance.

### **The Effect of Psychological Workload on Job Satisfaction**

The research results show that psychological workload does not have a significant effect on job satisfaction, meaning that high or low psychological workload does not have a significant effect on employee job satisfaction. This is because employees in the workplace do work as a team so that cooperation between employees is very necessary, so that the load of one employee and another is not much different. These results are the same as research conducted by Kusuma (2020) which found that workload was not significantly affect job satisfaction.

### **The Influence of Work Culture on Job Satisfaction**

The results of the research show that work culture has a significant effect on job satisfaction, meaning that the better the work culture, the higher job satisfaction will increase. Additionally, there is employee consistency towards the organization and employee innovation towards risk-taking, as well as high company work culture and employee work safety, which can increase employee satisfaction. The results of this research support previous research conducted by Kurniawan (2019), Rizqina et al. (2017), and Sandra and Rahmat (2019), which found that work culture has a positive and significant effect on job satisfaction.

### **The Effect of Psychological Workload on Employee Performance with Job Satisfaction as an intervening variable**

The research results show that job satisfaction does not mediate the influence of psychological workload on employee performance. This means that job satisfaction is not an intervening variable. This is also caused by a decrease in love for work due to high levels of frustration, resulting in a decrease in employee efforts to complete a job. The results of this research are in line with research from Manalu et al. (2022) which found that job satisfaction was unable to mediate the influence of psychological workload on employee performance.

### **The Influence of Work Culture on Employee Performance with Job Satisfaction as an intervening variable**

The research results show that job satisfaction mediates the influence of work culture on employee performance, this means that job satisfaction is an intervening variable. This is because employee satisfaction can be influenced by employee consistency in the organization as well as the quality and quantity of employee work. The results of this research support research conducted by Hasra (2022) which found that work culture has an influence on employee performance which is mediated by job satisfaction.

## CONCLUSION

Based on the results of the analysis and discussion carried out in this research, it can be concluded that work culture and job satisfaction have a significant and positive influence on the performance of the UPTD Public Health Center Banjarangkan I Klungkung, psychological workload has no effect on employee performance and job satisfaction UPTD Public Health Center Banjarangkan I Klungkung. For the mediation results, it was found that job satisfaction mediates the influence of work culture on employee performance but is unable to mediate the influence of psychological workload on the performance of UPTD Puskesmas Banjarangkan I Klungkung employees.

This research suggests that employee performance is affected by both work culture and job satisfaction. The analysis shows that job satisfaction acts as a mediator between work culture and employee performance. It emphasizes the crucial role of managers in enhancing a positive work culture by creating a supportive work environment and boosting employee job satisfaction. This, in turn, ensures that employees consistently deliver excellent service to customers.

The implication of this research underscores the significance of government involvement in enhancing employee welfare within public health centers such as community health centers. The findings highlight the importance of allocating resources to improve facilities and infrastructure at local health centers, thereby facilitating an environment conducive to enhanced employee performance. This, in turn, is expected to lead to improved service delivery to the community, ultimately contributing to the enhancement of public health facilities. Consequently, the overall welfare of society is anticipated to improve as a result of advancements in public health.

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## DECLARATION OF CONFLICTING INTERESTS

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