



The influence of leadership, workload, and work environment on healthcare workers' job satisfaction from an educational and curricular perspective

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ABSTRACT

This study aims to analyze the influence of leadership, workload, and work environment on job satisfaction among healthcare workers at the Cibiru District Community Health Center in Bandung and examine their relevance to education and competency development. The research method used was quantitative descriptive research with a population of all employees at the Cibiru District Community Health Center in Bandung, totaling 74 respondents. Data were collected through questionnaires and interviews. The results of multiple linear regression analysis indicate that leadership has a positive and significant influence on employee work performance. The work environment also has a positive and significant influence on employee performance. However, workload does not show a significant influence on job satisfaction, although the direction of the relationship is negative. Simultaneously, the variables Leadership, Workload, and Work Environment significantly influence employee job satisfaction, with 44% of the variation in work levels explained by this model. These findings confirm that formal education, leadership training, and a healthcare curriculum that integrates managerial and leadership aspects are important foundations in improving healthcare worker satisfaction and performance. This study implies the need to strengthen the educational dimensions and healthcare curriculum to develop effective leaders, create a supportive work environment, and encourage improved service quality in healthcare centers.



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INTRODUCTION

In the era of regional autonomy, each region has been given greater capacity to regulate and manage its affairs, with the primary goal of improving public services. Furthermore, in the current digital age, every community desires better, faster, and more enjoyable services. A community health center is a healthcare facility that provides primary public health and individual health services to achieve optimal health levels in its area of responsibility. The focus will be on steps that promote prevention and health promotion. Community health centers were established as primary healthcare providers, and it is important for us to meet the demands and needs of the community for quality healthcare services. One way to achieve such an objective is by improving the competence and qualifications of human resources in the healthcare sector (Peraturan Menteri Kesehatan Republik Indonesia Nomor 1 Tahun 2019 Tentang Puskesmas, 2019).

Human resources play an active and dominant role in every organizational activity, whether in government owned or privately owned organizations, because human resources are the planners and executors of achieving organizational goals. The organization's goals are unlikely to be achieved without adequate employees and office facilities (Emmanuel, 2021). The tools owned by the office certainly require humans or employees to be active in performing the functions of those tools. According to Meithiana & Ansory (2019) employee management within an organization is something difficult and complex, as each employee certainly has different backgrounds, emotions, thoughts, and desires. Even though they work within the same organization, human resource management is "the organization's efforts to manage manpower as its main asset, using the managerial and operational governance systems of management functions, so that the achievement of established goals can be

reached optimally, as effectively and efficiently as possible, and on target” (Putri, 2024; Samsudin et al., 2024).

The most significant problem currently facing the government is the continued lack of public trust; the government has not been fully able to provide optimal services to meet public expectations regarding government performance. One factor considered an obstacle to organizational goals is the lack of job satisfaction among employees in government agencies. According to Sutanto et al. (2025), job satisfaction is highly correlated with employee engagement, which is significantly influenced by transformational leadership style and working environment conditions. Inspiring leadership increases a sense of belonging and motivates, thereby strengthening organizational commitment.

Leadership style is one of the factors that influence employee job satisfaction. Leadership is a person's ability to motivate others to follow the leader to achieve predetermined goals (Haetami et al., 2023). Leadership and leaders are the art and skill of a person in utilizing power to influence others, enabling them to perform specific activities directed toward a predetermined goal (Waedoloh et al., 2022). Facing various specific situations and conditions, a leader must make efforts to change their character. This is because character change is a strategy for solving the problems faced. Without a strong character of integrity, resilience in facing difficulties and challenges, and a clear vision and mission, one will not become a leader (Thoha, 2013).

Workload is a set or number of activities that must be completed by an organizational unit or job holder within a specific timeframe (MacDonald, 2003). The positive and negative aspects of workload are a matter of perception. Workload perception is a process by which individuals organize and interpret sensory impressions to impart meaning to their environment. Workload perception is related to role and job attribute factors. This is because how workload is perceived is closely related to job relationships and how individuals value task demands and activities that require mental and physical activity that a person can complete within a certain time.

The work environment within a government agency must receive special attention from management, as it has a direct or indirect effect or influence on employees in carrying out all their work activities. A good work environment and climate will encourage employees to enjoy their work and feel comfortable in their jobs, thus increasing their sense of responsibility to perform better and leading to improved employee job satisfaction (Singh & Jain, 2013). The work environment is everything that exists around workers, both physically and non-physically, that affects the tasks assigned. A conducive work environment will encourage and increase employee work enthusiasm, leading to job satisfaction (Marzuki et al., 2024).

According to Sutanto et al. (2025), job satisfaction is highly correlated with employee engagement, which is significantly influenced by transformational leadership style and working environment conditions. Inspiring leadership increases a sense of belonging and motivates, thereby strengthening organizational commitment. Job satisfaction is an individual's emotional response to work situations and conditions. This emotional response can be feelings of satisfaction or dissatisfaction with their job. If satisfied, the employee's job satisfaction is achieved; if dissatisfied, the employee does not feel satisfied. This sentiment is evident in the positive attitude of employees toward their work and everything they encounter in their work environment. Job satisfaction can also be defined as how an individual perceives their work, resulting from their attitude toward various aspects of the job.

RESEARCH METHODS

In this study, the method used is quantitative with a descriptive approach. Quantitative research methods are as follows: "Quantitative research methods are research methods based on the philosophy of positivism, used to study specific populations or samples, data collection using research instruments, and data analysis that is quantitative or statistical, with the aim of testing established hypotheses. Quantitative research is usually done on random samples so that the results can be generalized to the population."

Data collection techniques are the most strategic step in research, as the main goal of this study is to obtain data. Without knowing the data collection techniques, the researcher will not obtain data that meets the established standards (Sugiyono, 2022).

Descriptive data analysis is used to facilitate information regarding data collection from research variables by measuring the attitudes, opinions, and perceptions of an individual or group of people related to social phenomena. The collected data is then processed and analyzed. The statement has been compiled in the form of a Likert scale.

The Likert scale is a tool for measuring a person's or group of people's attitudes, opinions, and perceptions about social phenomena. With the Likert scale, the variables to be measured are later broken down into variable indicators. We then used these indicators as a starting point to develop instrument items, which could potentially be statements. The answers to each item on the instrument using a Likert scale have a gradation from very positive to negative (Sugiyono, 2022).

RESULTS AND DISCUSSION

Descriptive Statistical Test

Table 1. Descriptive Statistical Test Results

No	Variable	N	Minimum	Maximum	Mean	Std. Deviation
1	Leadership	74	12.29	28.71	21.1274	3.72170
2	Workload	74	15.43	29.71	21.8610	3.41501
3	Work Environment	74	16.29	27.71	21.9846	2.91771
4	Job Satisfaction	74	13.29	29.71	21.0579	3.67957

Overall, the results of this descriptive statistical test indicate that the data obtained from the respondents have met the characteristics of a good distribution and can be used for further analysis, such as multiple linear regression, to test the influence of independent variables on the dependent variable in this study.

Validity Test (Person Correlation)

Based on the results of the validity test conducted, all items for each variable were found to have a calculated r value greater than the r table (0.232) and a significance value less than 0.05. Thus, all the question items used in this research instrument are declared valid. This shows that the instrument is valid and can accurately measure the variables' constructs. The complete results of the validity testing for all instrument items are presented in Table 2 below.

Reliability Test (Cronbach's Alpha)

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Minimum Wage	Description
Leadership	0.948	0.70	Reliable
Workload	0.914	0.70	Reliable
Work Environment	0.865	0.70	Reliable
Job Satisfaction	0.934	0.70	Reliable

The reliability test results, as presented in Table 3, show that all variables in this study have a Cronbach's Alpha value exceeding the minimum threshold of 0.70, ranging from 0.865 to 0.948. This

value indicates that each construct in the questionnaire has excellent internal consistency, making the instrument used reliable for accurately and stably measuring each variable.

Thus, it can be concluded that all question items on the variables of Leadership, Workload, Work Environment, and Job Satisfaction are declared reliable and suitable for use in the data collection process for this study.

Normality Test

a. Histogram

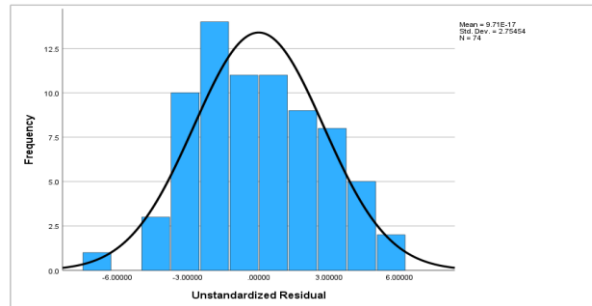


Figure 1. Normality Test Histogram

The histogram in the image above shows the distribution of unstandardized residuals from the regression model being analyzed. Visually, the shape of the histogram resembles a normal curve (bell-shaped curve), which indicates that the residuals are symmetrically distributed around zero. This suggests that there are no serious deviations from the assumption of residual normality.

b. Kolmogorov-Smirnov test

Normality testing was conducted using two methods, namely Kolmogorov-Smirnov and Shapiro-Wilk, with the condition that if the significance value (Sig.) > 0.05 , then the data is considered normally distributed. The results of the tests on each variable are presented in Table 4 below:

Table 4. Kolmogorov-Smirnov Test Results

Variable	Kolmogorov-Smirnov Sig.	Shapiro-Wilk Sig.	Conclusion
Leadership_Tot	< 0.001	0.008	Not Normal
Workload_Tot	0.019	0.039	Not Normal
WorkEnvironment_Tot	0.002	0.006	Not Normal
JobSatisfaction_Tot	0.056	0.202	Normal

The test results show that the job satisfaction variable has a normal data distribution based on both test methods (significance value > 0.05). Meanwhile, the leadership, workload, and work environment variables show a significance value < 0.05 , which statistically indicates a deviation from a normal distribution.

However, these results are still methodologically acceptable, considering the sample size in this study is 74 respondents, which is considered substantial. Based on the Central Limit Theorem, with a sample size ≥ 30 , the sampling distribution of the mean will approach a normal distribution, regardless of the shape of the original population distribution. Therefore, the regression model can still be run validly, and the normality assumption is not a significant constraint in this analysis. All variables can still be used appropriately and statistically accountably in the subsequent regression testing stage.

Heteroskedasticity Test

Table 5. Heteroskedasticity Test Results

Independent Variable	Sig. value (p-value)	Decision
Leadership_Tot	1.000	There is no heteroskedasticity
Workload_Tot	1.000	There is no heteroskedasticity
WorkEnvironment_Tot	1.000	There is no heteroskedasticity

Based on the regression results in table 5, it was found that all independent variables have a significance value of 1.000, which is far above the threshold of 0.05. Thus, it can be concluded that there is no heteroskedasticity in this regression model. This condition indicates that the variance of the residuals is constant (homoscedastic) across different values of the independent variable, meaning the constructed regression model meets one of the important requirements of the classical regression assumptions.

With this assumption met, the regression model can be interpreted and further analyzed without concern for heteroskedasticity disturbances that could affect the efficiency and reliability of the coefficient estimation results.

Multicollinearity Test

Table 6. Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Conclusion
Leadership_Tot	0.215	4.654	No significant multicollinearity occurred
Workload_Tot	0.115	8.720	Indication of mild multicollinearity
WorkEnvironment_Tot	0.214	4.675	No significant multicollinearity occurred

Based on Table 6, it is known that all independent variables have Tolerance values > 0.10 and $VIF < 10$, indicating that there is no strong multicollinearity in the model. Although the Workload variable shows a relatively high VIF value of 8.720, it is still within the tolerance threshold and does not exceed the critical value of 10. Therefore, this regression model can be considered free from serious multicollinearity issues.

Since no significant multicollinearity was found, it can be concluded that the independent variables in the model have sufficient ability to explain the dependent variable independently without statistically interfering with each other. The regression model can proceed to further parameter interpretation with stronger confidence in the validity of the estimates.

Multiple Linear Regression Analysis

Table 7. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
0.663	0.440	0.416	2.81295	0.440	18.303	3	70	< 0.001

Based on the output results from the Model Summary, the correlation coefficient (R) value obtained is 0.663. This value indicates a fairly strong relationship between the independent variables, namely Work Environment, Leadership, and Workload, and the dependent variable, Job Satisfaction.

Regression Model Suitability Test (F-Test)

Table 8. F-test results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	434.478	3	144.826	18.303	<0.001
Residual	553.886	70	7.913		
Total	988.364	73			

The Sum of Squares Regression value of 434.478 indicates the amount of variation in Job Satisfaction that can be explained by the model. Meanwhile, the Residual Sum of Squares value of 553.886 represents the variation that cannot be explained by the model, and the Total Sum of Squares value of 988.364 is the total amount of variation in the data. As shown in Table 8.

Results of Multiple Linear Regression Analysis

Table 9. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
0.663	0.440	0.416	2.81295	0.440	18.303	3	70	< 0.001

Based on the output results from the Model Summary, the correlation coefficient (R) value obtained is 0.663. This value indicates a fairly strong relationship between the independent variables, namely Work Environment, Leadership, and Workload, and the dependent variable, Job Satisfaction.

Discussion

Analysis of the Influence of Leadership (X1) on Employee Job Satisfaction (Y)

The Leadership variable has a regression coefficient value of 0.419 with a significance value of 0.031. Since the significance value is less than 0.05, this hypothesis is accepted. Thus, it can be concluded that the better the quality of leadership perceived by employees, the higher their level of job satisfaction. Leadership has been proven to make a significant contribution to increasing employee job satisfaction at the Cibiru District Health Center in Bandung City.

This result aligns with the theory proposed by Ghufon (2020), which states that effective leadership styles can create a positive work environment, motivate employees, and increase job satisfaction. Effective leadership not only directs and supervises but also inspires, listens, and builds emotional connections with subordinates. In the context of a Community Health Center as a public service unit, participatory and communicative leadership is highly needed to maintain operational stability and the work morale of healthcare workers on the front lines of service.

Next, these results are also supported by findings from previous research conducted by (Sari et al., 2020), which showed that transformational leadership significantly contributes to employee job satisfaction in the public service sector. At the Cibiru District Health Center, leadership that can foster collaboration among employees, provide constructive feedback, and express appreciation for employee performance has been proven to have a positive impact on shaping their perception of job satisfaction.

More broadly, good leadership acts as a motivator, as stated in Herzberg's Two-Factor Theory, which posits that intrinsic aspects such as achievement, recognition, and personal growth are crucial in determining an individual's job satisfaction (Herzberg et al., 1959). When leaders can create good interpersonal relationships, provide opportunities for development, and ensure that employees roles are valued, it will continuously boost job satisfaction.

In the practical context of the Cibiru District Health Center, these results indicate that the quality of leadership, both from the head of the health center and the service coordinator, plays a strategic role in creating a psychologically healthy work environment. Therefore, improving leadership

competencies, including effective communication training, conflict resolution skills, and participatory decision-making, is essential and needs to be continuously enhanced.

Thus, it can be concluded that leadership plays an important role in creating employee job satisfaction. Leaders who are present as facilitators and inspirers, not just as task directors, will be able to increase emotional attachment and employee morale in the Health Center environment.

Analysis of the Influence of Workload (X2) on Employee Job Satisfaction (Y)

The Workload variable shows a regression coefficient value of -0.364 with a significance value of 0.206. Since the significance value exceeds 0.05, this hypothesis is rejected. Although the direction of the relationship indicates that increased workload can decrease job satisfaction, this effect is not statistically significant. Thus, workload did not directly prove to have a partial impact on employee job satisfaction at the Cibiru District Health Center.

Theoretically, workload is one of the factors that can influence a person's psychological condition and work motivation. According to Jalil (2020), workload is the amount of tasks or activities that must be completed within a specific timeframe and can become stressful if not adjusted to an individual's capacity. However, the results of this study indicate that employees at the Cibiru District Health Center tend to already have coping mechanisms for the existing workload, or may have come to view the workload as a natural consequence of their role as healthcare workers.

This result also supports the view in Herzberg's Two-Factor Theory, which divides work factors into two: motivator factors (causes of satisfaction) and hygiene factors (causes of dissatisfaction if not met). In this context, workload can be categorized as a hygiene factor, meaning its presence does not automatically lead to satisfaction, but excessive and disproportionate workload can cause dissatisfaction (Herzberg et al., 1959). Therefore, although workload does not significantly increase job satisfaction, its management remains important to prevent the emergence of psychological stress and burnout.

The insignificance of the workload's influence in this study could also be due to external factors, such as a clear division of the labor system, fair use of work shifts, and a high level of collegial culture among medical staff. This allows negative perceptions of workload to be lighter due to the support of colleagues and a shared understanding of their professional roles in public service.

Therefore, it can be concluded that although workload did not show a significant influence on job satisfaction in the context of this study, its presence still holds an important role as a managerial aspect that needs to be consistently controlled and evaluated.

Analysis of the Influence of Work Environment (X3) on Employee Job Satisfaction (Y)

The Work Environment variable has a regression coefficient value of 0.762 with a significance of 0.003. Since the significance value is less than 0.05, this hypothesis is accepted. This indicates that a conducive, safe, and supportive work environment significantly influences employee job satisfaction. The work environment is one of the dominant factors that drives job satisfaction in the Cibiru District Health Center.

The work environment is one of the important elements that influences employee comfort and motivation in working. According to Hulu et al. (2022), a conducive work environment includes physical aspects (such as lighting, temperature, cleanliness, and spatial arrangement) as well as non-physical aspects (such as relationships between employees, supervisor support, and psychological atmosphere). A well-organized work environment will foster a sense of security, comfort, and enthusiasm in carrying out tasks, ultimately leading to increased job satisfaction.

In the context of the Cibiru District Health Center, the work environment plays an important role in supporting the sustainability of excellent healthcare services. Health Center employees, who generally consist of medical and non-medical personnel, require a clean, organized work environment and harmonious working relationships to function optimally. The findings of this study confirm that employees perceive positive benefits from a supportive work environment, thus significantly contributing to their perception of job satisfaction.

This finding aligns with the results of previous research conducted by Marisya (2022), which showed that a comfortable and harmonious work environment will encourage employees to feel valued and motivated. Furthermore, according to Herzberg's Two-Factor Theory, a good work environment acts as a motivator because it creates comfort and appreciation for the work being done (Herzberg et al., 1959). If the work environment is poor, dissatisfaction will arise; conversely, a positive work environment is a source of satisfaction.

Additionally, in public service sectors such as community health centers, poor working environmental conditions can have a direct impact on the quality of service to the public. Therefore, the results of this study have important managerial implications, namely the need for commitment from the health center leadership in maintaining and improving the quality of the work environment, both in terms of physical facilities, team work atmosphere, and social relationships between employees. Improving the work environment can also be done through a bottom-up approach, where employee input is used for continuous improvement of work facilities and systems.

Thus, it can be concluded that the work environment has a strong and significant influence on shaping employee job satisfaction. Therefore, strategies to improve job satisfaction at the Cibiru District Health Center need to focus on creating a healthy work environment that supports productivity and strengthens solidarity among employees.

Analysis of the Influence of Leadership (X1), Workload (X2), and Work Environment (X3) on Employee Job Satisfaction (Y)

The variables of Leadership, Workload, and Work Environment simultaneously and significantly influence employee job satisfaction at the Cibiru District Health Center in Bandung City. This is evidenced by the ANOVA test, which yielded an F-statistic value of 18.303 with a significance level of <0.001 . Since the significance level is less than 0.05, this hypothesis is accepted, meaning that the three independent variables collectively have a significant influence on the dependent variable, job satisfaction.

Statistically, this result is also supported by a determination coefficient (R^2) value of 0.440, indicating that 44% of the variation in job satisfaction can be explained by the leadership, workload, and work environment variables. Meanwhile, the remaining 56% is explained by other factors outside this research model, such as compensation, interpersonal relationships, career development, and employees personal factors.

This result supports the view of Gibson, Ivancevich, Donnelly, and Konopaske, in research conducted by Steven & Prasetyo (2020), which states that job satisfaction is the result of a complex interaction of various organizational factors, including leadership style, the level of workload received, and working environmental conditions. These three factors influence how employees assess their work experience, which in turn determines the level of satisfaction they feel.

In the context of the Cibiru District Health Center, leadership provides strategic direction and moral support, the work environment creates physical and psychological comfort, while workload reflects daily work responsibilities and demands. All three are interconnected and inseparable when assessing employee work experience. For example, even with a high workload, job satisfaction can be maintained if led by a supportive supervisor and in a supportive work environment.

This finding is also consistent with the systems approach in human resource management, which views performance and job satisfaction as the result of the synergy of various internal organizational factors. Based on Herzberg's Two-Factor Theory, leadership and work environment can be categorized as motivator factors that create job satisfaction, while workload tends to be a hygiene factor, which, if managed well, does not cause dissatisfaction but does not necessarily create satisfaction (Herzberg et al., 1959).

From a managerial implications perspective, these results indicate that managing all three variables simultaneously is crucial. As a public service institution, Health Center must ensure that leaders at every level are able to provide clear and fair direction, that employee workloads do not exceed reasonable capacity, and that the work environment supports employee productivity and well-being.

The balance between these three factors is key to creating optimal working conditions and fostering employee loyalty to the organization.

Therefore, it can be concluded that leadership, workload, and work environment simultaneously play an important role in increasing employee job satisfaction. An integrative approach to these three aspects is needed for human resource management at the Cibiru District Health Center to be effective and sustainable.

The Influence of Leadership on Employee Job Satisfaction and Its Relationship with Education

Effective leadership, as found in this study, is capable of creating a positive work environment, motivating employees, and increasing job satisfaction. This aligns with Ghufroon (2020) theory, which states that effective leadership not only directs and supervises but also inspires, listens, and builds emotional connections with subordinates. This leadership ability doesn't just appear out of nowhere. Formal and informal education, including leadership training, plays a crucial role in shaping effective leaders.

Relationship with the Education Level of Health Workers Competency Enhancement Through Formal Education

Higher levels of education for healthcare professionals (e.g., D3, S1, or S2) often provide a deeper understanding. Modern health education curricula generally include courses related to management, communication, and leadership. Individuals with higher education may have a better understanding of organizational dynamics, the importance of collaboration, and how to manage teams, all of which are essential aspects of good leadership. The Indonesian Ministry of Health (2019) emphasizes the importance of improving the competence and qualifications of Human Resources (HR) in the health sector to maintain service quality (Peraturan Menteri Kesehatan Republik Indonesia Nomor 1 Tahun 2019 Tentang Puskesmas, 2019). This implicitly suggests that an adequate level of education is the foundation for competence development, including leadership.

Relation to the Health Worker Education Curriculum Integration of Leadership Modules in the Curriculum

The curriculum for healthcare personnel education (at the diploma, bachelor's, and postgraduate levels) needs to integrate more modules or specific courses on leadership and human resource management. This material should not only be theoretical but also practical, with case studies and simulations relevant to the context of primary healthcare services such as community health centers. Goswami (2018) defines human resource management as an organization's effort to manage manpower as its main asset to achieve optimal goals. Considering the central role of human resources in healthcare services, the curriculum must equip future healthcare professionals with an understanding of how to manage and lead effectively. Haetami et al. (2023) also discuss leadership and human resource management, highlighting the relevance of this topic in education.

CONCLUSION

Based on the research findings, it can be concluded that, in general, the perception of employees at the Cibiru District Health Center regarding leadership, workload, work environment, and job satisfaction falls into the good category. Communicative and participatory leadership, a workload that is still within tolerable limits, and a comfortable and supportive work environment contribute to a fairly high level of job satisfaction. This indicates that the internal environmental management of the Health Center has been quite optimal in creating work well-being for employees.

This study also found that leadership and work environment significantly and positively influence job satisfaction, while workload did not show a significant effect. However, when the three variables leadership, workload, and work environment are linked simultaneously, they are proven to influence employee job satisfaction levels. This finding confirms the importance of an integrated approach to organizational management, where a combination of effective leadership, proportional workload distribution, and the creation of a conducive work environment are key to increasing

employee job satisfaction. Thus, the research objective of determining the influence of these three factors on employee job satisfaction has been achieved.

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