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Effect of work environment, work discipline, work motivation, workload, and transformational leadership on performance of *puskesmas* employees

Julio Adi Bhaskara^{*)}, Suranto Suranto, Ulung Pribadi

Master of Government Affairs and Administration, Universitas Muhammadiyah Yogyakarta, Indonesia

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ABSTRACT

This study aims to analyze the influence of the work environment, work discipline, work motivation, workload, and transformational leadership on employee performance at Puskesmas Magelang Regency. The descriptive quantitative method was used in this research. The number of samples is 8% of the employees of all Puskesmas, about 137 employees. Data collection technique used google form online questionnaire from October - November 2022. Data analysis using the Structural Equation Modelling Partial Least Square (SEM-PLS) technique with SmartPLS 3.0 Software analysis tool. This study found that work environment and work motivation significantly affected employee performance. Then, the workload and transformational leadership also significantly impact employee performance. Only work discipline did not have a significant effect on employee performance. The Four variables together significantly affect employee performance except for work discipline. Puskesmas leadership and other stakeholders need to pay attention to these four variables to increase the performance of Puskesmas employees, which will also affect Puskesmas performance.



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Corresponding Author:

Julio Adi Bhaskara,
Universitas Muhammadiyah Yogyakarta
Email: julioabhas@gmail.com

Introduction

In the current era, many human resource managers are very concerned about problems with employee performance (Wilton, 2019). Employee performance is critical to the organization's path to achieving its goals (Astuti, 2019). Employee performance is influenced by many factors, such as environment, salary, leaders in the office, and so on (Gunawan et al., 2020). Aguinis (2019) argues that the organization's performance can be seen from the performance of its employees. Therefore, organizations must always keep up with dynamic changes in this era of disruption by always being up-to-date in their resource management to achieve the best performance (Korda & Rachmawati, 2022).

The Public Health Center or Pusat Kesehatan Masyarakat (Puskesmas) is a first-level health facility at the forefront of providing health services to the community (Agustian et al., 2022; Luthfia & Alkhajar, 2019). As a government agency that has an essential role in public services related to health for the community, Puskesmas are required to always provide satisfactory services for the community (Deliana & Irwan, 2016). Human resources, as an essential element in the movement of an organization, will be required to continuously improve

its performance to achieve its goals to the maximum (Winarti et al., 2022). Health workers who have good performance will have a good impact on the organization and society as well (Martatilova, 2020).

Puskesmas in Magelang Regency, there are as many as 29 Puskesmas spread across each sub-district (Pemkab Magelang, n.d.). According to data from BPS, the number of employees in all Puskesmas amounted to 1090 people (Badan Pusat Statistik Kabupaten Magelang, 2022). The number of existing Puskesmas has been adjusted to a ratio of 1: 100,000 residents to ensure affordability to the community (Badan Pusat Statistik Kabupaten Magelang, 2021). Therefore, many factors will affect the performance of the Puskesmas employee in Magelang Regency. In this study, the authors tried to see the influence of the work environment, work discipline, work motivation, workload, and transformational leadership on the public service performance of Puskesmas employees in Magelang Regency.

Mangkunegara (2016) mentions that performance results from work based on the quantity and quality an employee has achieved in carrying out his duties and responsibilities to achieve the organization's goals. Employee performance can result from work achieved by a person or group following their responsibilities and authority to achieve the organization's goals without going against applicable ethics and laws (Syahrudin, 2020). Mangkunegara (2016) also explained that there are two dimensions in assessing performance: quantitatively and qualitatively. The quantitative dimension contains the number of work results, the time required, and the type of work. Then, the qualitative dimension is related to employees' quality of work, ability, expertise, and creativity.

Measuring performance can be influenced by certain factors (Akbar, 2018). One of the factors that can affect employee performance is the work environment. Several previous studies have been conducted that have resulted in the finding that the work environment has a significant influence on employee performance (Abdullah, 2021; Cahyani et al., 2021; Norawati et al., 2021; Paramarta & Astika, 2020; Rahayu & Rushadiyati, 2021; Setiawan & Lestari, 2016). The work environment itself is divided into two: the physical work environment and the non-physical work environment (Sadewo et al., 2021). The physical work environment is a work environment that can be felt directly by the employees, such as lighting, room design, air circulation, security, noise, and the colour of the wall where they work (Astuti & Iverizkinawati, 2018). A non-physical work environment in the form of work relations between employees and other employees and employees and their superiors (Muntari et al., 2020). The available facilities are also an indicator of the work environment (Sulistyawati et al., 2022). The work environment can be said to be everything around the employee in the form of physical and non-physical that can affect him in carrying out his work duties (Sihaloho & Siregar, 2020). A comfortable work environment will be able to affect how employees carry out their work (Riyadi, 2019). A conducive work environment will make the work completed faster and will be quick to meet the targets of the organization (Amelia et al., 2022). A bad work environment will definitely affect the performance of its employees (Andamdewi, 2020).

Another factor that can affect performance is work discipline. Work discipline is a means for an organization to continue to exist. By maintaining a high discipline attitude, employees will obey the rules to complete the work with a predetermined plan (Prasetyo & Marlina, 2019). Good discipline can be seen from the level of compliance of employees with applicable rules and the responsibilities of their respective duties and authorities (Susanto, 2018). Discipline is also the key to the success of an organization in achieving its goals by implementing rules that can optimize performance (Winarti et al., 2022). Employees disciplined in carrying out tasks on time will perform better (Setiadi & Lutfi, 2021). Previous research has found that work discipline significantly influences employee performance (Arianindita & Dhea, 2018; Permana et al., 2019; Permatasari et al., 2019; Setiadi & Lutfi, 2021; Suranto & Lestari, 2014).

Work motivation is considered to be one of the factors that can affect employee performance. Work motivation is needed so employees become enthusiastic about their duties (Ismandani et al., 2020; Nur & Sjahrudin, 2019). Work motivation is an action performed by a person with maximum hard work and enthusiasm to achieve optimal results (Wolor et al., 2019). Work motivation can arise from internal factors, such as willingness to excel, and external factors, such as benefits or compensation (Virgiawan et al., 2021). The organization will need workers with high motivation more than those with low work motivation because it will impact the organization's running (Hidayat, 2019). Previous research stated that work motivation significantly influences employee performance (Cahyani et al., 2021; Feri et al., 2020; Gunawan et al., 2020; Setiawan & Lestari, 2016).

The workload is often a factor that affects employee performance. A high workload will make employees feel burdened by their work (Nurwahyuni, 2019). Organizations must make a careful plan so that the work that is the employees' task is not too heavy for the employees (Sumanto et al., 2019). The workload is the difference in the capacity or ability of an employee with the demands of duties and responsibilities assigned to him

(Nurhasanah et al., 2022). The leading indicators of workload are targets to be achieved, working conditions, and job standards (Rahayu & Rushadiyati, 2021). Previous research has been conducted by Norawati et al. (2021), Kadek Budi Martini & Wayan Sitiari (2018), and Khairunnisa et al. (2021), finding that workload has a significant effect on employee performance.

The last factor is transformational leadership. According to Khan in Sugiono & Pratista (2019), Transformational leadership is more flexible in increasing employees' freedom and creativity so that their performance can improve. Transformational leadership will always place common interests rather than individual interests in achieving organizational goals (Sulistyawati et al., 2022). The components of transformational leadership are inspirational motivation, idealized influence, individual consideration, and intellectual stimulation (Idris et al., 2022). Previous research has stated that transformational leadership significantly affects employee performance (Djuraidi & Laily, 2020; Idris et al., 2022; Nur & Sjahruddin, 2019; Setiadi & Lutfi, 2021).

In this study, the researcher has proposed a set of objectives for investigating employee performance. The first objective is to analyze each work environment, work discipline, motivation, workload, and transformational leadership, which directly influences employee performance. Second is that work environment, work discipline, work motivation, workload, and transformational leadership together have a significant impact on employee performance.

Method

This research uses descriptive quantitative methods to measure and apply data to statistical data (Korda & Rachmawati, 2022). This study analyzes the influence of work environment, work discipline, work motivation, workload, and transformational leadership on employee performance. The questionnaire is used through an online-based questionnaire with a google form. The google form questionnaire was distributed with the help of the Magelang Regency Health Office to be disseminated to Puskesmas employees. The Likert scale is used as a measuring scale. The Likert scale is divided into five answers with SS (strongly agree), S (agree), CS (quite agree), TS (disagree), and STS (strongly disagree) (Subarling et al., 2020).

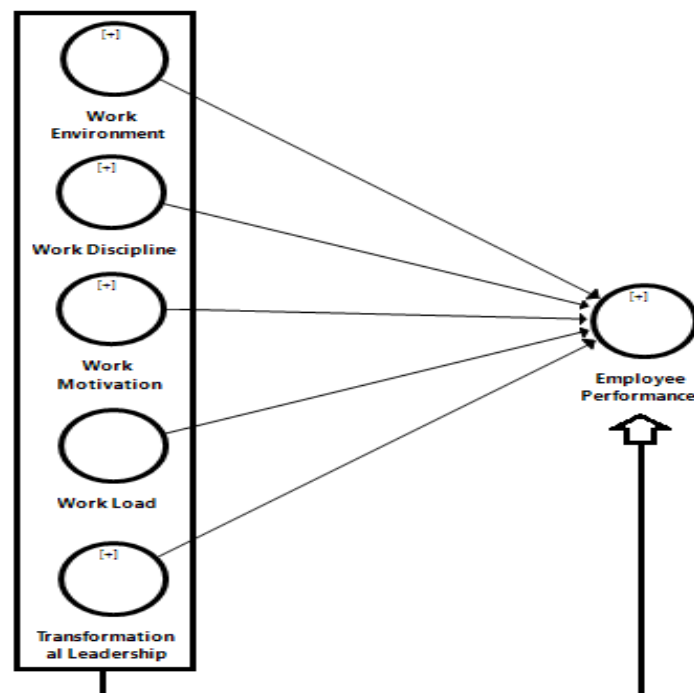


Figure 1. Research Framework

Employee performance variables taken from research Ulfa & Ridwan (2015) contain three indicators: the quality of work, the quantity of work, and timeliness. The work environment variables are taken from Sedarmayanti (2012) with four indicators: work facilities, working atmosphere, working relationships with superiors, and working relationships between colleagues. The variable of work discipline refers to Amelia et al. (2022) with three indicators: frequency of attendance, adherence to work standards, and adherence to regulations and disciplinary punishments. The variable work motivation refers to Damayanti (2017) with three indicators:

compensation, work spirit, and career development. The workload variable is taken from Koesomowidjojo in Ahmad et al. (2019) with three indicators: working conditions, use of working time and targets to be achieved. Transformational leadership variables were taken from Avolio and Bass in Idris et al. (2022) with four indicators: idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. An explanation of these variables and indicators can be seen in Table 1.

The type of data taken is primary data in the form of a questionnaire survey. The population of this study was Puskesmas employees in Magelang Regency in total 1090 employees. The sampling technique using the slovin formula with a degree of 8% resulted in a sample of 137 respondents. This research was conducted and carried out in October – November 2022. Data analysis using the Structural Equation Modeling Partial Least Square (SEM-PLS) technique using the help of SmartPLS 3.0 software and the research framework shown in Figure 1.

Table 1. Questionnaire Design

Constructs	Indicators
Employee Performance (EP)	EP1 <i>Quality of Work</i> pertains to the standard of excellence that must be achieved, whether the output is good or not. EP2 <i>Quantity of Work</i> refers to the amount that needs to be completed or achieved EP3 <i>Timeliness</i> refers to whether or not an activity aligns with the planned schedule
Work Environment (WE)	WE1 <i>Work Facilities</i> implies that the equipment used to facilitate smooth operations is complete and up-to-date WE2 <i>Working Atmosphere</i> that pertains to the conditions surrounding employees engaged in their tasks, potentially influencing the execution of the work itself WE3 <i>Working Relationships with Superiors</i> is an interaction with superiors in the workplace, precisely the quality and dynamics of the professional relationship with those in higher positions
Work Discipline (WD)	WD1 <i>Frequency of Attendance</i> serves as a benchmark for assessing the level of employee discipline, that higher frequency of attendance indicates strong work discipline, while a lower frequency suggests a potential lapse in discipline WD2 <i>Adherence to Work Standards</i> is to adhere to the specified standard working hours outlined under work rules and guidelines, so compliance is crucial to prevent work accidents and ensure a safe working environment WD3 <i>Adherence to Regulations and Disciplinary Punishments</i> that valuing and respecting existing regulations is crucial, so violating these regulations may lead to the imposition of specific sanctions.
Work Motivation (WM)	WM1 <i>Compensation</i> is a form of appreciation that is given regularly as compensation for the performance provided by an employee WM2 <i>Work Spirit</i> entails the capacity or eagerness of every individual or a group of individuals to collaborate actively, with discipline and a strong sense of responsibility, coupled with voluntarism and readiness to attain organizational objectives WM3 <i>Career Development</i> involves an employee's efforts to realize their career plan, with support provided by the human resources department, manager, or another involved party

Constructs	Indicators
Workload (WL)	<p>WL1 <i>Working Conditions</i> refers to the nature or circumstances of the work that an individual is engaged in</p> <p>WL2 <i>Utilization of Working Time</i> pertains to how effectively and efficiently working hours are utilized</p> <p>WL3 <i>Targets to be Achieved</i> involves the specific goals or objectives that an individual is expected to accomplish in their work</p>
Transformational Leadership (TL)	<p>TL1 <i>Idealized Influence</i> is associated with a leader's charisma, portraying them as someone admired and trusted by their team</p> <p>TL2 <i>Inspirational Motivation</i> entail reshaping and persuading subordinates to recognize the significance of organizational objectives</p> <p>TL3 <i>Individualized Consideration</i> involves a leader comprehending and focusing on each subordinate's unique potential and abilities</p> <p>TL4 <i>Intellectual Stimulation</i> encourages members to approach problem-solving with fresh, rational methods rather than relying solely on conventional approaches</p>

Results and Discussions

Table 2 presents the demographic profiles of the respondents. Most respondents were women (78.1%), and the rest were men (21.9%). Most respondents were seniors with an age range of 41 years and above (57.7%), and others were 40 years and below (42.4%). The majority of respondents have an undergraduate degree and vocational education background of D3/D4 (71.5%), followed by S1 by 13,9% and a minority of respondents have high school education and below (5.9%) as well as professional and post-graduate education (8.7%). In the length of work of the staff, it can be seen that the majority of employees have more than 20 years of experience is 36.5%, followed by new employees with a length of work of 1-5 years of 31.4%, 16-20 years of 19%, 11-15 years with 11.7%, and finally 6-10 years only 1.5%.

Table 2. Respondent Demographic Data

Characteristic		n	%
Gender	Male	30	21,9%
	Female	107	78,1%
Age	18 - 30 y.o.	29	21,2%
	31 - 40 y.o.	29	21,2%
	41 - 50 y.o.	50	36,5%
	51 - 60 y.o.	29	21,2%
	SD/SMP	2	1,5%
Education Level	SMA	6	4,4%
	D3/D4	98	71,5%
	S1	19	13,9%
	S2	5	3,6%
	Profession	7	5,1%
Working Period	1 - 5 y.o.	43	31,4%
	6 - 10 y.o.	2	1,5%
	11 - 15 y.o.	16	11,7%
	16 - 20 y.o.	26	19%
	> 20 y.o.	50	36%

Validity and Reliability Test

Measurement model analysis (outer model) aims to evaluate the construction variables under study, including measuring the validity (level of fit) and reliability (level of reliability) of each of these variables. To measure the validity of the indicator, a value of >0.7 is required to be acceptable. However, the outer loading value of >0.6 is still acceptable (Kwong-Kay Wong, 2013). Unqualified outer loading values must be excluded from the model. Meanwhile, to determine the level of consistency of the research instrument, the researcher conducted a

reliability test whose results can be seen in Table 4. An instrument is reliable if the Cronbach Alpha or Composite Reliability value *is greater than 0.7* (Chin, 1998).

Table 3. Outer Loading Value

Indicators	Employee Performance	Work Environment	Work Discipline	Work Motivation	Workload	Transformational Leadership
EP1	0.841					
EP2	0.818					
EP3	0.878					
WE1		0.792				
WE2		0.803				
WE3		0.756				
WE4		0.829				
WD1			0.876			
WD2			0.883			
WD3			0.847			
WM1				0.670		
WM2				0.794		
WM3				0.862		
WL1					0.927	
WL2					0.850	
WL3					0.230	
TL1						0.823
TL2						0.921
TL3						0.905
TL4						0.869

From the test results, some indicators are below the value of 0.7, namely WL3 and WM1. The WM1 indicator having a value of 0.670 is still acceptable, while the WL3 indicator was excluded from the test. Cronbach's alpha justifies the indicator against the consistency of the construct. In general, Cronbach's alpha is rated reliable and valid if it shows a value of 0.70 or more (Nunnally, 1978). Undeniably, some studies show Cronbach's alpha or Composite Reliability below 0.70, such as only getting 0.60 or only 0.50, can still be reliable (Chin, 1998). Table 4 shows that the constructs of the study (EP = 0.799, WL = 0.776, WD = 0.839, TL = 0.909, WE = 0.807, WM = 0.678) have a range of values that are still quite reliable. Composite Reliability of all variable is above 0.7, so it can be deemed that all construct are reliable.

Table 4. Means, Composite Reliability, and Cronbach's alpha (N = 137)

Variable	Mean	Composite Reliability	Cronbach's alpha	AVE
Employee Performance	4.275	0.882	0.799	0.713
Work Environment	4.102	0.873	0.807	0.633
Work Discipline	4.246	0.902	0.839	0.755
Work Motivation	4.146	0.821	0.678	0.607
Workload	4.029	0.897	0.776	0.814
Transformational Leadership	3.874	0.932	0.909	0.775

Table 4 also shows the mean, which shows the levels of the construct. The frequency levels are grouped into three: 1 – 2.33, 2.34 – 3.67, and 3.68 – 5, namely low, medium and high-frequency levels. The results showed that the category of the majority frequency level is high. This means that the performance of Puskesmas employees feels the influence of several factors. Puskesmas employees who work do feel that their work is affected by many factors that will affect the achievement of their work and the assessment of their performance. In addition, the Average Variant Extracted (AVE) value of all variables is above 0.5, so it can be said to be valid (Chin, 1998).

Hypothesis Testing and Regression Analysis

Figure 2 describes the results of the regression analysis. Regression analysis shows the influence of variable levels categorized into three levels of R-square, namely 19% - 33% (weak), >33% - 67% (moderate), and >67% (strong) (Chin, 1998).

Table 5. Hypothesis Testing

Hypothesis	Variable	T-stats	p-value	Conclusion
H1	WE → EP	3.485	0.000	Significant
H2	WD → EP	1.680	0.093	Insignificant
H3	WM → EP	2.196	0.028	Significant
H4	WL → EP	4.724	0.000	Significant
H5	TL → EP	3.264	0.001	Significant

As shown in Figure 2, the regression analysis results are as follows. The effect of WE, WD, WM, WL, and TL on EP showed a value of 65.8%. This indicates that the independent variable's control level against the dependent variable is moderate. This means that the independent variable influenced the dependent variable by 65.8% in this study. The remaining 34.2% is the influence value of other variables not discussed in this study.

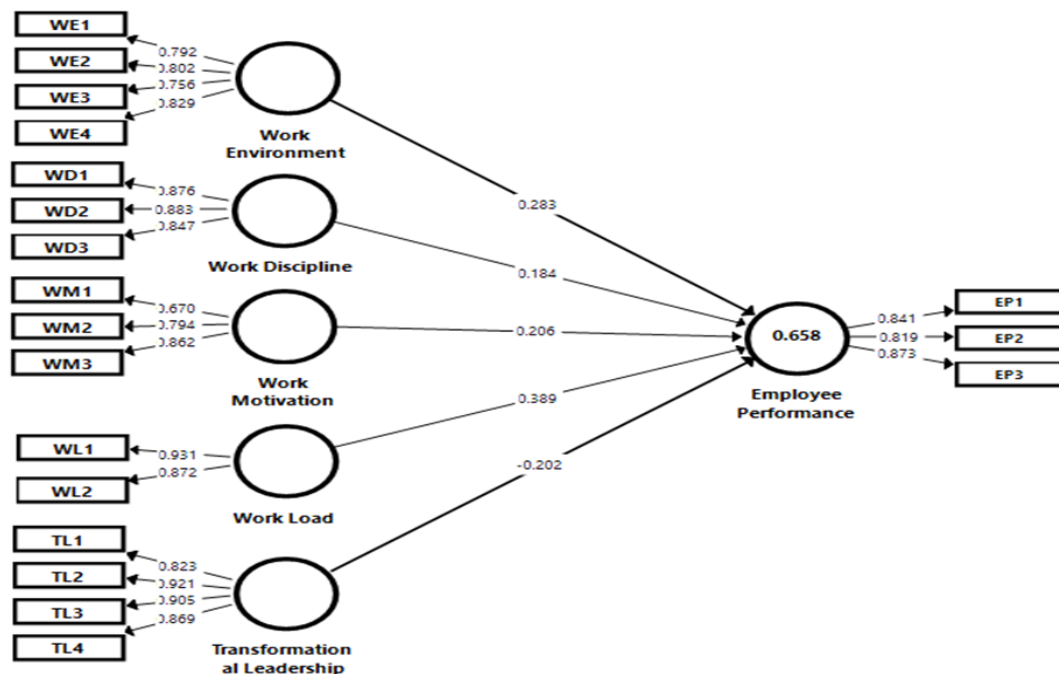


Figure 2. Regression Analysis

The hypothesis will be assessed as supported when the p-values are below 0.05, and the t-statistic or t-count value is higher than the t-table value (1.96) (Henseler et al., 2009). As seen in Table 5, the H1 hypothesis, which says that WE have a significant effect on EP, is accepted. It can be interpreted that the higher the WE will positively affect the EP. The H2 hypothesis that WD influences EP is not supported. This suggests that the rise or decrease of WD does not affect the EP. The H3 hypothesis indicates that WM affects the EP received. This means that the higher the WM will positively affect the EP. The H4 hypothesis says that WL influences EP is recommended. This explains that the higher the WL will lower the EP, the lower the WL will raise the EP. The H5 hypothesis proclaimed that TL influences EP and is supported. This shows that the better the TL, the better it will affect the employees' work. The H6 hypothesis says that WE, WD, WM, WL, and TL, all of their influences EP, are rejected. This shows that only four variables, except for WD, jointly influence the EP of Puskesmas employees.

The findings in this study show that only four variables that can affect employee performance are stated to have an influence. This can be interpreted to mean that the variables of work environment, work motivation, workload, and transformational leadership influence the work of Puskesmas employees. Only work discipline did not have a significant effect on Puskesmas Employee Performance. The work environment of Puskesmas employees who continually meet with sick people will affect their work. In addition, Puskesmas employees, who are health workers whose working hours are shifts, are always required to be disciplined at work. Health workers will provide the best service if they have high work motivation. Puskesmas employees are considered to have a heavy workload because they are always required to provide optimal services, especially during a pandemic. Charismatic leaders will encourage employees to provide a good work ethic. Therefore, the study's finding verifies the previous studies, which explain that the work environment, work motivation, workload, and

transformational leadership, except work discipline, significantly influenced the performance of employees, especially Puskesmas employees in this study.

This study empirically examines the influence of variables that can affect the performance of employees. This study found that work environment variables significantly affected employee performance with evidence nilai T-statistic > 1.96 dan p-value < 0.05 . These findings are in line with previous research, which also stated that the work environment has a significant impact on performance (Abdullah, 2021; Cahyani et al., 2021; Norawati et al., 2021; Paramarta & Astika, 2020; Rahayu & Rushadiyati, 2021; Setiawan & Lestari, 2016). The work environment of Puskesmas employees who have to meet with sick people and the presence of items that can endanger their health are factors that affect the work of Puskesmas employees. Puskesmas Employee requires qualified work facilities and a conducive working atmosphere to provide optimal community services. Therefore, a good work environment can have an impact on employee performance.

Work discipline variables show results that insignificantly affect employee performance. This study showed that work discipline is not really affected by employee performance. This can be seen from the t-stat, which is less than 1.96, and the p-value is greater than 0.05. The low or high discipline of Puskesmas employees did not affect their performance. Most likely because their performance is more seen from the workload and responsibilities. They will start work earlier and can even work overtime when the workload is more. The findings of this study contradict the research of Arianindita & Dhea (2018), Permana et al. (2019), Permatasari et al. (2019), Setiadi & Lutfi (2021), and Suranto & Lestari (2014) which found that work discipline significantly affects employee performance. These findings are in line with research conducted by Rahmi et al. (2020), Alfarizi et al. (2022), Filliantoni et al. (2019), and Retnaningtyas et al. (2022), which states that work discipline does not have a significant effect on employee performance.

Work motivation variables showed a significant influence on employee performance in this study. This finding is echoed by previous research that work motivation significantly influences employee performance (Cahyani et al., 2021; Feri et al., 2020; Gunawan et al., 2020; Setiawan & Lestari, 2016). Health workers deserve to be appreciated in the form of good benefits having good work motivation at work, especially in the conditions of this pandemic that is currently spreading (Prabandari et al., 2020). The Regent of Magelang Regency order also motivates Puskesmas employees to succeed in government programs such as achieving Covid-19 vaccination and stunting problems.

Workload variables through calculation results show a significant influence on employee performance. These findings align with previous research that stated that workload significantly affects the performance of employees (Kadek Budi Martini & Wayan Sitiari, 2018; Khairunnisa et al., 2021; Norawati et al., 2021). The workload felt by health workers increased during the Covid-19 pandemic (Santoso, 2021). Work demands that require them to be on standby outside of working hours should drain their energy (Adnyaswari & Adnyani, 2017). In addition to the workload related to handling Covid-19, the workload in other services must also continue to run generally so that employees feel their workload is increasing, which can affect their performance achievements.

In addition, the transformational leadership variables in this study also showed results that significantly affected the performance of Puskesmas employees. These findings have also been supported by previous research from Djuraidi & Laily, (2020), Idris et al. (2022), Nur & Sjahruddin (2019), dan Setiadi & Lutfi (2021) That states transformational leadership has a significant effect on employee performance. According to the findings of their research, transformational leadership has a significant effect on employee performance. Each Puskesmas will compete to get the title of Puskesmas with the best service. Therefore, leaders with transformational traits will find it easier to achieve these targets. In addition to positively impacting performance, leaders with transformational traits will also impact community satisfaction in service at the Puskesmas.

This study found that only four independent variables significantly affected the performance of Puskesmas employees. With the result of the analysis, work discipline did not affect significant employee performance. The previous hypothesis says five independent variables WE, WD, WM, WL and TL, significantly affected employee performance, so this hypothesis is rejected. Variables other than work discipline have more influence on Puskesmas employees' performance levels. Even so, work discipline can still have an influence, even though it is only slightly compared to other variables on the performance of the Magelang Regency Pusekesmas employees.

Health workers who are directly serving the community are always required to improve their performance. Puskesmas services are synonymous with slow services. Therefore, to remove the stigma, it is necessary to improve the performance of Puskesmas employees, not only health workers but also structural ranks such as the head of the Puskesmas. With all members of the organization having good performance, public satisfaction is also predicted to be able to get good grades as well.

This research has several limitations and needs to be refined again in the following study. First, filling out the questionnaire took longer than determined by the researchers. Second, data filling needs to be corrected because respondents who do not have a Puskesmas employee background fill out the questionnaire, so the data cannot be used. This research is expected to be an input for stakeholders related to Puskesmas, namely the Regency Health Office. Establishing a safe work environment, improving discipline with proper rulemaking, establishing the right reward system, analyzing workloads that need to be reviewed, and maximizing innovation and creativity will improve the performance of Puskesmas employees in Magelang Regency.

Further research can be done by combining and reviewing other variables still in the perspective of human resources that are not included in this study, such as job satisfaction, organizational culture, training, and organizational commitment. In addition, subsequent research can also use mediation or moderation variables as an alternative. Furthermore, to expand the scope of the research, results can be done by adding not only Puskesmas but also hospitals under the government or other institutions.

Conclusions

Presenting Based on research that has been carried out, the performance of employees from the Public Health Center (Puskesmas) in Magelang Regency can be said to be closely related to the work environment, work discipline, work motivation, workload, and transformational leadership. The variables of work environment and workload are the variables that have the most significant influence compared to other variables. These two variables are the main factors that directly affect the work life of Puskesmas employees in Magelang Regency. A work environment close to hazards such as medical items and diseases suffered by the community will affect the employees' work. Puskesmas must think about establishing a safe and comfortable work environment for its employees, especially those who work as health workers. In addition, the workload of Puskesmas employees must also be considered. Pandemic conditions require health workers to work optimally to deal with the pandemic. Sometimes, policymakers forget that health workers also have limits in their work, so many health workers fall ill when the pandemic is high. Therefore, it is necessary to analyze the right workload to avoid increased work intensity from Puskesmas employees to maintain their performance and even increase.

In addition to these two variables, it is also necessary to pay attention to the variables of work motivation. Puskesmas employees with high motivation will be able to produce good employee performance, so the organization's performance will also increase. Pandemic conditions requiring them to work outside their hours must also get the proper recompense to remain motivated. Employees' work motivation can decrease drastically if the existing rewards are deemed inadequate. This will be dangerous for the organization's performance, so Puskesmas must continuously improve its performance. Transformational leadership also influences the course of the wheels of the organization. Puskesmas that have flexible and flexible leaders and charismatic traits will influence their employees in their work. A friendly leader and close to his subordinates will cause a high sense of trust. This is good for improving the performance of employees. In addition to treating patients exposed to Puskesmas in pandemic conditions, they must also accelerate the vaccination program. Leaders with a transformational spirit will be able to find creative breakthroughs to achieve the targets in the vaccination program. Innovative ideas from leaders will be able to make the work of their employees more manageable, and their performance will improve as well.

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