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Work Environment and Work Ability as Predictors of Employee Performance and Job Satisfaction: Evidence from a Public Health Center in Indonesia

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Abstract

This study investigates the influence of the work environment and work ability on employee performance and examines the mediating role of job satisfaction in this relationship, with empirical evidence drawn from the UPTD Muara Komam Health Center in Indonesia. The research was motivated by the need to enhance healthcare service quality through improved human resource performance, amid concerns over suboptimal working conditions and employee competencies. Using a quantitative approach, data were collected from 63 randomly selected employees via validated and reliable questionnaires. The Structural Equation Modeling (SEM) method was employed using SmartPLS software for data analysis. Results demonstrate that both the work environment and work ability significantly influence employee performance. Furthermore, job satisfaction serves as a critical mediator, reinforcing the positive impact of these two factors on performance outcomes. The findings suggest that a supportive work environment and a competent workforce not only directly enhance performance but also do so indirectly through increased job satisfaction. The study offers valuable managerial implications, recommending that health sector administrators improve workplace facilities, foster collegial work relationships, and invest in continuous training to optimize employee performance and satisfaction.

Keywords: Work Environment, Work Ability, Employee Performance, Job Satisfaction

1. Introduction

The development of public health services in Indonesia represents a strategic endeavor to enhance the quality of life among its citizens. Community Health Centers (*Pusat Kesehatan Masyarakat* or *Puskesmas*), as technical implementing units (*Unit Pelaksana Teknis Daerah* or UPTD), play a vital role in delivering primary healthcare services, as stipulated in the Regulation of the Minister of Health No. 43 of 2019. Their responsibilities encompass disease prevention, health promotion, and the provision of basic treatment services.

Despite this pivotal role, many public health centers continue to face challenges related to employee performance and job satisfaction. Preliminary observations at the Muara Komam

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Health Center reveal complaints from the public regarding the substandard quality of healthcare services. This indicates potential deficiencies in employee performance, which may be attributed to inadequate work environments and underdeveloped employee capabilities. These concerns also intersect with low job satisfaction, a critical factor known to influence employee motivation, productivity, and overall performance (Kreitner & Kinicki, 2013; Robbins & Judge, 2017).

A conducive work environment and strong employee capabilities are essential determinants of job satisfaction and performance. Poor physical infrastructure, strained interpersonal relationships, and lack of recognition can undermine employee morale. Similarly, inadequate training and insufficient knowledge can impair work ability, limiting both service quality and operational effectiveness (Afandi, 2018; Siahaan & Tambunan, 2021). Preliminary studies at the Muara Komam Health Center found that many employees expressed dissatisfaction with their work environment and noted a lack of relevant training, contributing to a perceived gap in professional competencies.

Existing literature supports the notion that both the work environment and work ability are critical predictors of employee outcomes. Aziz (2016) and Wibi (2015) found that a supportive environment and high competency levels enhance employee performance. Moreover, Hanafi & Yohana (2017) highlighted the mediating role of job satisfaction in translating environmental and capability-related factors into improved employee outcomes. However, most of these studies were conducted in non-health sectors or private organizations, leaving a research gap in the context of community healthcare institutions.

This study aims to address this gap by proposing an integrated analytical model that examines the influence of the work environment and work ability on employee performance, mediated by job satisfaction. Specifically, it focuses on healthcare professionals at the UPTD Muara Komam Health Center. By doing so, the research contributes to a more comprehensive understanding of the human resource factors that drive performance in public healthcare settings.

The study's findings are expected to inform the development of human resource management (HRM) policies tailored for the healthcare sector. These policies could promote more conducive work environments and effective capacity-building strategies, ultimately enhancing employee satisfaction and performance. Through this integrated framework, healthcare administrators may gain actionable insights to foster service excellence at the primary level of healthcare delivery.

2. Literature Review

The work environment encompasses the physical, social, and psychological conditions that surround employees and influence their work behavior, well-being, and performance. It can be classified into two primary categories: physical and non-physical. Physical aspects include lighting, ventilation, cleanliness, workspace layout, and the adequacy of tools and equipment. Meanwhile, non-physical aspects refer to organizational culture, interpersonal relationships, and managerial support. A conducive work environment enhances employee comfort, reduces stress, fosters collaboration, and improves overall productivity. Siahaan and Tambunan (2021) emphasized that both tangible and intangible elements of the workplace must align to support employees in fulfilling their roles effectively. Afandi (2018) further asserts that factors such as air circulation, noise control, and safety measures directly affect employee morale and

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performance outcomes. An environment that prioritizes employee comfort and functionality can therefore serve as a significant driver of job satisfaction and performance. Empirical studies reinforce this claim. For instance, Naharuddin and Sadegi (2013) found that an improved workplace environment positively affects both motivation and work output. Similar findings by Setioningtyas and Dyatmika (2020) revealed that a clean, safe, and well-structured work environment leads to greater employee engagement and lower turnover intentions.

Work ability refers to the capacity of an individual to perform job tasks efficiently and effectively based on their physical condition, cognitive aptitude, and acquired competencies. It is not only a function of innate attributes but also shaped by education, training, experience, and workplace support. Ghozali (2017) conceptualizes work ability as a composite of technical knowledge, applied skills, and behavioral readiness. According to Robbins (2011), it involves both intellectual capacities, such as analytical reasoning and decision-making, and physical stamina to execute routine or high-demand tasks. The effectiveness of work ability is contingent upon continual training and alignment with organizational demands. The role of experience is also notable, as long-term exposure to relevant tasks fosters a deeper understanding and problem-solving capacity. Raharjo, et al. (2016) argued that when employees possess both the technical know-how and confidence to apply it, their output is not only higher but also more consistent. Despite this, some studies indicate that the relationship between work ability and job outcomes may be mediated by motivational or contextual factors.

Employee performance is defined as the level to which an employee fulfills assigned responsibilities in accordance with organizational expectations in terms of quality, timeliness, and effectiveness. Performance reflects not only task execution but also initiative, communication, and the ability to contribute to collective goals. Siahaan and Tambunan (2021) describe performance as a multifaceted construct influenced by internal attributes like motivation and capability, as well as external elements such as supervisory style and organizational culture. Robbins (2011) underscores the importance of measuring performance through observable outcomes that are aligned with strategic objectives. Performance can be assessed based on the quality of work produced, the effectiveness of communication, the promptness of task completion, the capability to manage workload, and the initiative shown in solving problems. High-performing employees are often characterized by their consistency, self-direction, and ability to innovate within their roles. In many organizations, performance evaluations form the basis for compensation, promotion, and professional development, making it essential to understand its determinants and dynamics.

Job satisfaction refers to the emotional and psychological response an individual has toward their job, shaped by experiences, expectations, and perceptions of fairness. It is considered a key predictor of work behavior, including commitment, absenteeism, and turnover. Kreitner and Kinicki (2013) define job satisfaction as a multidimensional affective response toward one's job components, such as the nature of the work, compensation, relationships with colleagues and supervisors, and opportunities for advancement. Colquitt et al. (2018) support this by stating that job satisfaction reflects how well personal expectations align with job realities. Robbins and Judge (2017) further categorize the antecedents of job satisfaction into five domains: salary, promotion prospects, leadership, peer relationships, and the work itself. Smith et al. (1969) developed the Job Descriptive Index (JDI), which operationalizes these domains for empirical analysis. Several theoretical frameworks explain the emergence of job satisfaction. The need fulfillment model proposes that satisfaction arises when job characteristics meet individual needs. The discrepancy model posits that satisfaction is derived

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from the gap between what employees expect and what they actually experience. The value attainment model views satisfaction as the outcome of achieving personal values through one's job. The equity model highlights fairness as a central determinant, suggesting that employees assess their satisfaction relative to the perceived input-output balance. Finally, the dispositional model proposes that certain personality traits predispose individuals to feel satisfied or dissatisfied regardless of work conditions. Numerous studies have confirmed that job satisfaction plays a mediating role between organizational factors, such as the work environment or job design, and performance outcomes (Hanafi & Yohana, 2017; Estritasari, 2021).

In conclusion, the literature supports the proposition that the work environment and work ability significantly influence employee performance and that job satisfaction often mediates these relationships. However, empirical validation within the specific context of community health centers remains limited. This research seeks to bridge that gap by examining these constructs simultaneously in a healthcare setting, offering both theoretical and practical contributions to human resource management in the public health sector.

3. Research Method

This study adopts a quantitative research approach to investigate the relationships between work environment, work ability, employee performance, and job satisfaction. The rationale for using this approach lies in its capacity to examine causal relationships between variables through statistical techniques, providing empirical evidence based on numerical data. The research was conducted at UPTD Muara Komam Health Center, a public primary healthcare provider in Indonesia, which served as the empirical setting for this study.

The population of the study consisted of all employees working at UPTD Puskesmas Muara Komam. To obtain representative and generalizable findings, a simple random sampling technique was employed. A total of 63 employees were selected as respondents, covering a diverse range of demographic characteristics such as gender, age, educational background, and length of employment. The relatively small but focused sample size was deemed sufficient for analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM), which is suitable for exploratory research and small to medium sample sizes.

Data collection was conducted using a structured questionnaire designed to capture responses on the four main variables under study: work environment, work ability, job satisfaction, and employee performance. Each construct was operationalized through multiple indicators derived from established theoretical frameworks and previous empirical studies. The questionnaire items were measured on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), ensuring consistency in response options and facilitating statistical processing. Prior to distribution, the questionnaire was tested for both validity and reliability. Construct validity was assessed using Average Variance Extracted (AVE) values, with a minimum threshold of 0.50, while internal consistency reliability was evaluated through Cronbach's Alpha, with a recommended cut-off value of 0.70. These psychometric evaluations confirmed that the measurement instruments were both valid and reliable for subsequent analysis.

The analytical technique employed in this study was Structural Equation Modeling using the SmartPLS software. PLS-SEM was chosen due to its ability to handle complex models with multiple variables and its robustness in analyzing formative and reflective constructs

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simultaneously. The model estimation process involved evaluating both the measurement model (to confirm the reliability and validity of constructs) and the structural model (to test hypotheses and assess path coefficients, t-values, and significance levels). Bootstrapping with 5000 resamples was used to generate robust estimates and ensure the reliability of the statistical inferences.

The unit of analysis in this study is the individual employee, with all observed variables derived from their self-reported perceptions and evaluations. This micro-level perspective is particularly relevant in human resource management research, as it allows for an in-depth understanding of how internal and external factors influence employee behavior and attitudes. Moreover, the choice of Puskesmas as the study setting aligns with the broader objective of contributing to improved public service delivery in the Indonesian healthcare sector by identifying key drivers of employee performance and satisfaction.

4. Findings and Discussions

4.1 Respondent Demographics

To support the statistical findings of this study, several key tables are presented below, including demographic characteristics of respondents, results of validity and reliability testing, and outcomes of hypothesis testing using PLS-SEM. The demographic profile of the 63 respondents is presented below. It includes gender, age, education level, and length of service. These characteristics help contextualize the findings by providing insight into the workforce composition at UPTD Muara Komam.

Table 1. Respondent Demographics

Carasteristic	Category	Frequency	Percentage
Gender	Male	30	47.62%
	Female	33	52.38%
Age	< 30 years	15	23.81%
	30–40 years	25	39.68%
	41–50 years	18	28.57%
	> 50 years	5	7.94%
Education Level	Senior High	20	31.75%
	Diploma (D3)	15	23.81%
	Bachelor (S1)	25	39.68%
	Master (S2)	3	4.76%
Length of Employment	< 5 years	10	15.87%
	5–10 years	22	34.92%
	11–20 years	20	31.75%
	> 20 years	11	17.46%

Table 1. Show that the study collected data from 63 employees of the UPTD Muara Komam Health Center. The sample exhibited a balanced distribution in terms of gender, with 52.38% female and 47.62% male respondents. In terms of age, the majority were between 30 and 40 years old (39.68%), followed by those aged 41–50 (28.57%). Most respondents held

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undergraduate degrees (S1, 39.68%) or senior high school diplomas (31.75%), with the remaining distributed between diploma (D3) and postgraduate (S2) qualifications. Regarding tenure, the majority had worked for between 5 and 10 years (34.92%), reflecting a workforce with moderate experience levels. The data show that the majority of employees are within the productive age range (30–50 years) and are relatively well-educated, with most holding bachelor's degrees. This suggests a potentially strong foundation for organizational performance, provided that other supporting factors (e.g., environment and training) are optimized.

These demographic characteristics are important for interpreting the findings, as previous studies have emphasized the moderating role of education and tenure in influencing job attitudes and performance (Robbins & Judge, 2017; Colquitt et al., 2018). The diversity in background strengthens the generalizability of the results within the context of primary healthcare institutions.

4.2 Measurement Model: Validity and Reliability

Table 2 displays the factor loadings, Average Variance Extracted (AVE), and Cronbach's Alpha for each construct and its indicators, confirming the suitability of the measurement model.

Table 2. Validity and Reliability Test

Variable	Indicator	Factor Loading	AVE	Cronbach's Alpha
Work Environment	LK1	0.780	0.590	0.820
	LK2	0.820		
	LK3	0.750		
	LK4	0.710		
Work Ability	KK1	0.800	0.610	0.840
	KK2	0.790		
	KK3	0.770		
	KK4	0.740		
Job Satisfaction	KJ1	0.830	0.630	0.860
	KJ2	0.810		
	KJ3	0.790		
	KJ4	0.760		
Employee Performance	KP1	0.850	0.650	0.880
	KP2	0.830		
	KP3	0.800		
	KP4	0.780		

Table 2. All indicators showed factor loadings above 0.70, and AVE values for each construct exceeded the 0.50 threshold. Additionally, Cronbach's Alpha values were above 0.80, indicating high reliability. These results confirm that the measurement items are both valid and internally consistent.

Prior to testing the structural relationships, the validity and reliability of the measurement model were evaluated. The Average Variance Extracted (AVE) values for all constructs

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exceeded the minimum threshold of 0.50, indicating satisfactory convergent validity. Additionally, the Cronbach's Alpha values for all variables were above 0.70, confirming internal consistency reliability. These findings validate that the constructs effectively measure the intended dimensions and can be used for hypothesis testing.

4.3 Hypothesis Testing Results

Table 3 presents the results of hypothesis testing using SmartPLS, including the path coefficients, t-values, p-values, and decision status.

Table 3. Hypothesis Testing Results (PLS-SEM Output)

Hypothesis	Relationship	Path Coefficient	t-value	p-value	Decision
H1	Work Environment → Job Satisfaction	0.450	5.320	0.000	Accepted
H2	Work Ability → Job Satisfaction	0.380	4.870	0.000	Accepted
H3	Work Environment → Employee Performance	0.300	3.750	0.000	Accepted
H4	Work Ability → Employee Performance	0.280	3.620	0.000	Accepted
H5	Job Satisfaction → Employee Performance	0.500	6.410	0.000	Accepted
H6	Work Environment → Job Satisfaction → Performance	0.230	3.450	0.001	Accepted
H7	Work Ability → Job Satisfaction → Performance	0.190	3.170	0.002	Accepted

Table 3, the results demonstrate that all hypothesized relationships are statistically significant ($p < 0.05$). The strongest direct predictor of employee performance is job satisfaction ($\beta = 0.500$), followed by the work environment ($\beta = 0.300$) and work ability ($\beta = 0.280$). Mediation analysis confirms that job satisfaction partially mediates the effects of both work environment and work ability on performance, suggesting a multi-path influence model.

The structural model was assessed using PLS-SEM with 5,000 bootstrap resamples to evaluate the significance of path coefficients. The findings, summarized below, support all hypothesized relationships at the 0.05 significance level. The work environment had a significant influence on job satisfaction ($\beta = 0.450$, $t = 5.320$, $p < 0.001$). Work ability had a significant influence on job satisfaction ($\beta = 0.380$, $t = 4.870$, $p < 0.001$). The work environment had a significant influence on employee performance ($\beta = 0.300$, $t = 3.750$, $p < 0.001$). Work ability had a significant influence on employee performance ($\beta = 0.280$, $t = 3.620$, $p < 0.001$). Job satisfaction significantly influenced employee performance ($\beta = 0.500$, $t = 6.410$, $p < 0.001$). Job satisfaction significantly mediated the relationship between work environment and performance ($\beta = 0.230$, $t = 3.450$, $p = 0.001$). Job satisfaction also mediated the relationship between work ability and performance ($\beta = 0.190$, $t = 3.170$, $p = 0.002$).

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4.4 Discussion

The results affirm that a supportive work environment plays a critical role in enhancing both employee satisfaction and performance. These findings align with prior research indicating that the physical and social atmosphere of the workplace significantly affects employee attitudes and behavior (Afandi, 2018; Naharuddin & Sadegi, 2013). At UPTD Muara Komam, elements such as proper air circulation, minimal workplace noise, and a pleasant office ambiance were perceived positively by employees. This reinforces Herzberg's Two-Factor Theory, where environmental conditions constitute hygiene factors that prevent dissatisfaction and indirectly support motivation (Herzberg, Mausner, & Snyderman, 1959).

Similarly, the effect of work ability on both satisfaction and performance supports the Human Capital Theory, which posits that knowledge, skills, and competencies acquired through experience and training enhance individual productivity (Becker, 1993). Employees who possess adequate capabilities are more confident and efficient in completing tasks, thereby deriving greater satisfaction and contributing to organizational performance (Ghozali, 2017). This is particularly relevant in healthcare settings, where the quality of patient care is highly dependent on the clinical and interpersonal competence of staff.

Interestingly, job satisfaction emerged as a strong mediating variable, reinforcing its central role in the performance equation. Employees who are satisfied with their jobs tend to exert greater effort, show more commitment, and display positive work behaviors (Kreitner & Kinicki, 2013). This finding supports previous studies by Hanafi and Yohana (2017), who demonstrated that job satisfaction mediates the effect of work environment on performance, and by Estritasari (2021), who found a similar mediating effect between work ability and performance.

Moreover, these findings contribute to the broader literature by empirically validating the integrated model of work environment, work ability, job satisfaction, and performance within the context of a public healthcare institution in Indonesia. While many prior studies have focused on corporate or industrial sectors, this study highlights the importance of human resource management in healthcare organizations, especially in rural or under-resourced regions.

Theoretically, the results support the integration of organizational behavior and human resource management models, where environmental and individual factors interact to produce performance outcomes mediated by attitudinal responses such as job satisfaction. Practically, the findings offer clear implications for healthcare administrators: investing in a conducive workplace and continuous employee development can yield substantial improvements in both satisfaction and service quality.

The findings of this study reinforce the crucial role of human resource management (HRM) principles in improving organizational performance, particularly in public healthcare settings. By confirming the influence of both the work environment and work ability on employee performance—mediated by job satisfaction—this research offers a deeper understanding of how organizational resources and individual capacities interact to shape outcomes.

The significant positive relationship between the work environment and job satisfaction aligns with *Herzberg's Two-Factor Theory*, which posits that certain "hygiene" factors such as physical conditions, interpersonal relations, and organizational policies prevent dissatisfaction and create a baseline for employee satisfaction (Herzberg et al., 1959). At UPTD Puskesmas

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Muara Komam, employees reported greater satisfaction when working conditions were conducive, such as proper lighting, air circulation, and harmonious relationships with coworkers. These observations validate the idea that a supportive work environment does not only mitigate dissatisfaction but also fosters emotional well-being and loyalty (Sedarmayanti, 2014).

Furthermore, the significant effect of the work environment on employee performance reflects the *Social Exchange Theory* in organizational behavior, which suggests that employees reciprocate favorable treatment—such as comfortable and supportive environments—with higher commitment and performance (Cropanzano & Mitchell, 2005). When the organization provides positive working conditions, employees are more likely to engage in discretionary efforts and align their performance with institutional goals.

The positive relationship between work ability and job satisfaction supports the core of *Human Capital Theory*, which asserts that employee competence—encompassing knowledge, skills, and experience—serves as an asset that enhances productivity and satisfaction (Becker, 1993). In this study, employees who possessed relevant training and job-specific knowledge expressed greater confidence and enjoyment in fulfilling their roles. This sense of capability is also echoed in *Self-Efficacy Theory* (Bandura, 1997), which suggests that the belief in one's own ability to execute tasks effectively contributes to intrinsic motivation and job satisfaction. The more skilled and prepared the health workers are, the more likely they are to feel fulfilled and effective in their positions.

The direct influence of work ability on employee performance also aligns with *Performance Theory*, which holds that an individual's output is a function of both ability and motivation (Vroom, 1964). Competence without supportive motivation or environmental enablers may not translate into optimal results. However, in the case of UPTD Puskesmas Muara Komam, the combination of skills and the opportunity to apply them within a stable organizational system contributed to tangible improvements in performance indicators, such as service efficiency and responsiveness.

Perhaps the most notable finding is the strong mediating role of job satisfaction in the relationship between both work environment and work ability with employee performance. This is consistent with the *Job Characteristics Model* by Hackman and Oldham (1976), which posits that task significance, autonomy, and feedback influence psychological states, which in turn affect job satisfaction and, consequently, performance. In the healthcare setting, meaningful work (i.e., serving patients) combined with autonomy and supportive conditions leads to stronger intrinsic motivation, which fuels better service outcomes.

From an HRM systems perspective, the results reflect the principles of *Strategic Human Resource Management (SHRM)*, where alignment between HR practices (e.g., workplace design, training, development) and organizational goals produces competitive advantages (Wright & McMahan, 1992). Investing in continuous training programs and workplace improvements is not merely an operational necessity but a strategic imperative for public institutions aiming to deliver high-quality health services.

In light of these theoretical connections, the study demonstrates that employee outcomes are not the result of isolated factors but are shaped by a complex interplay between environmental, personal, and psychological dimensions. Therefore, policy interventions aimed at enhancing public health center performance should be based on a holistic HRM approach that integrates

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infrastructure development, competency-building programs, and mechanisms to foster job satisfaction.

5. Conclusion

This study provides empirical evidence on the relationships between work environment, work ability, job satisfaction, and employee performance within the context of a public healthcare institution. The findings confirm that both the quality of the work environment and the level of employee competence significantly influence performance outcomes. Moreover, job satisfaction serves as a mediating variable that strengthens the impact of these factors on employee effectiveness.

Specifically, the research demonstrates that a supportive and well-structured work environment contributes directly to increased job satisfaction and enhanced performance. Likewise, employees who possess the necessary knowledge, skills, and experience tend to perform better and exhibit greater satisfaction with their roles. Importantly, the mediating role of job satisfaction emphasizes the psychological pathway through which organizational and individual factors shape employee behavior.

By integrating human resource variables into a single structural model, this study offers a comprehensive understanding of employee performance determinants in the healthcare sector. It highlights that improvements in infrastructure and employee development must be accompanied by strategies to foster job satisfaction in order to maximize impact. The findings validate established HRM theories and extend their applicability to public health service institutions in developing regions.

Managerial Implications

The results of this study have several important implications for health service administrators and policymakers:

First, the management of public health centers must prioritize the creation of a conducive work environment. This includes not only physical infrastructure, such as clean and comfortable facilities, proper lighting, and air ventilation, but also the fostering of a supportive organizational culture where collaboration and mutual respect are emphasized. Investments in workplace improvements are not mere operational costs but strategic investments in performance enhancement.

Second, continuous training and capacity-building initiatives should be institutionalized. Equipping employees with up-to-date knowledge and practical skills will not only boost their productivity but also increase their engagement and satisfaction. In particular, healthcare professionals benefit from ongoing clinical and interpersonal skill development programs that align with community needs and service standards.

Third, employee satisfaction should be actively monitored and managed. This can be achieved through fair compensation, clear career progression paths, regular feedback mechanisms, and recognition systems. Job satisfaction is not simply an outcome but a driver of individual and organizational success, especially in high-stress environments like healthcare.

Finally, public sector HR managers should adopt an integrated strategic human resource management (SHRM) framework, ensuring that environment, competency development, and psychological well-being are managed holistically. A data-informed HRM system will facilitate more responsive and sustainable performance improvement strategies in the long term.

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While this study contributes valuable insights, it is not without limitations.

First, the study's scope is geographically limited to a single public health center (UPTD Puskesmas Muara Komam), which may constrain the generalizability of findings. Future research should include multiple health institutions across different regions to capture broader variability and strengthen external validity.

Second, the use of self-reported data introduces the risk of response bias, as employees may have answered in a socially desirable manner. Although measures were taken to ensure anonymity, the potential for bias cannot be entirely eliminated. Complementary data sources, such as supervisor assessments or objective performance records, would enhance the robustness of future analyses.

Third, the cross-sectional nature of the research limits the ability to make causal inferences. Longitudinal studies would offer a more dynamic understanding of how changes in the work environment or employee development influence satisfaction and performance over time.

Finally, while this study focused on three key variables—work environment, work ability, and job satisfaction—other potentially influential factors such as leadership style, organizational justice, workload, and burnout were not examined. Future studies should consider incorporating these dimensions to develop a more holistic model of employee performance in the public health sector.

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