International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Influence Of Workload And Organizational Support On Performance, Mediated By Job Satisfaction, Among Health Volunteers In The Working Area Of Sumber Community Health Center, Rembang Regency

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Abstract

This study aims to analyze the influence of workload and organizational support on performance, with job satisfaction serving as a mediating variable, among health volunteers in the working area of the Sumber Community Health Center (Puskesmas), Rembang Regency. The variables examined include workload, organizational support, job satisfaction, and performance. The study employs a quantitative approach with an associative research design aimed at testing the relationships and influences between variables. The research sample consists of 220 health volunteers. Data were collected via questionnaires and analyzed using the Structural Equation Modeling (SEM) method with the aid of the AMOS 24 program. The results indicate that workload has a positive and significant effect on job satisfaction; organizational support has a positive and significant effect on job satisfaction; workload has a positive but insignificant effect on performance; organizational support has a positive and significant effect on performance; and job satisfaction has a positive and significant effect on performance. Furthermore, the findings show that job satisfaction does not mediate the effect of workload on performance, whereas it does mediate the effect of organizational support on performance.

Keywords: Workload, Organizational Support, Job Satisfaction, Performance.

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INTRODUCTION

Health is a fundamental pillar of a nation; without it, a country is incomplete. Medical personnel and health support staff serve as the spearhead for implementing national health programs, including health volunteers (*kader*) operating at the grassroots level. These volunteers are pivotal in executing public health programs within villages and urban communities. Their presence is crucial to the success of promotive and preventive initiatives carried out at *Posyandu* (Integrated Health Posts) and other community-based activities. Globally and nationally, primary health care remains a cornerstone in achieving public health targets. To strengthen primary health care, the Indonesian government through the Ministry of Health aims for approximately 75% of *Posyandu* volunteers to be proficient in 25 primary health care skills by 2025. This target underscores the importance of capacity building for volunteers in delivering health services ranging from maternal care to elderly care as part of the national health system transformation. Nationally, the existence of over 300,000 *Posyandu* units supported by around 1.1 million volunteers highlights the significant role these individuals play in the community-based health service system. Volunteers are actively involved in various activities, such as early detection of stunting, monitoring child growth and development, providing nutrition education, supporting maternal and child health, and controlling infectious diseases. The breadth of these responsibilities positions volunteers as vital pillars in achieving health development goals. However, the complexity of these tasks also translates into increased work demands for the volunteers.

Indonesia is home to more than 300,000 Integrated Health Posts (*Posyandu*) distributed across the country, serving as a key component of community empowerment and community-based health services. As the frontline of community health services, volunteers play a strategic role in carrying out promotive and preventive activities, as well as basic surveillance. Yet, the health system faces increasingly complex challenges, including a dual burden of tasks, time constraints, and high expectations regarding service quality. Furthermore, demographic shifts and the evolving burden of disease demand a rapid response from the primary health care system. However, in practice, various research sources and reports indicate that the performance of health volunteers is not consistently optimal across the board. A report by the Ministry of Health of the Republic of Indonesia (2025) shows that the level of volunteer participation in *Posyandu* (Integrated Health Post) activities remains in the 75–80% range, with significant variations between regions. This situation points to issues regarding workload, organizational support, and job satisfaction among the volunteers. These

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three factors are crucial aspects that influence a volunteer's success in performing their duties optimally. Consequently, ensuring effective health volunteer performance requires not only measurable outcomes but also a conducive work environment, adequate job satisfaction, and tangible organizational support (Aris, 2022). The number of health volunteers at the Sumber Community Health Center (*Puskesmas*) in Rembang Regency, Central Java, for the 2022–2025 period is as follows:

Table 1. Number of Health Volunteers at Sumber Community Health Center, Rembang (2022–2025 Period)

No.	Years	Number of Volunters
1.	2022	342 People
2.	2023	348 People
3.	2024	351 People
4.	2025	362 People

According to the table, Sumber Community Health Center (Puskesmas) had 362 health volunteers in 2025. These volunteers are drawn voluntarily from the community. Their role is to actively mobilize the community and disseminate health information, ensuring that residents are informed, willing, and able to adopt clean and healthy living habits thereby fostering healthy families and communities in alignment with local socio-cultural norms. In carrying out their duties, health volunteers often face demands that are disproportionate to their capacity and the available support. They must manage routine tasks such as weighing toddlers, handling administrative records, and registering pregnant women alongside additional activities like health education and disease surveillance. A heavy workload, unaccompanied by adequate compensation or support, can lead to work-related stress and reduced motivation, ultimately diminishing volunteer performance. Imbalanced workloads are a primary cause of reduced work effectiveness among health personnel (Gibson et al., 2019:233). To clarify the population figures for Sumber District, Rembang Regency, Central Java, the data is presented in the following table:

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Table 2. Table of Population Figures for Sumber District, Rembang (2020–2025)

Years	Population (Number of People)	Male (Persons)	Female (Persons)	Number of Heads of Family (KK) Density (People/km²)	Number of Heads of Family (KK) Density (People/km²)
2020	61.827	30.912	30.915	19.543	1.012
2021	62.193	31.086	31.107	19.721	1.018
2022	62.541	31.252	31.289	19.892	1.024
2023	62.892	31.422	31.470	20.068	1.030
2024	63.245	31.593	31.652	20.245	1.035
2025	63.601	31.767	31.834	20.425	1.041

Based on the table, the health cadres in Sumber District, Rembang Regency, Central Java, are expected to fulfill their assigned duties despite various limitations. When comparing the local population size with the number of available health cadres, it becomes evident that the responsibilities and tasks borne by these cadres are substantial, thereby significantly impacting their workload within their respective areas.

Table 3. Workload of Health Cadres in Sumber Rembang District for the 2022-2025 Period

No.	Years	Healthcare Worker Workload Achievement (%)
1.	2022	48%
2.	2023	53%
3.	2024	59%
4.	2025	64%

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The table indicates that the workload of health volunteers at the Sumber Community Health Center (Puskesmas) in Rembang Regency, Central Java, has steadily increased from 2022 to 2025. This trend affects their ability to perform tasks optimally, thereby impacting their work performance. Alongside the high workload, there is a need for organizational support particularly from the health center, which serves as the technical supervisor for these volunteers. Such support encompasses the provision of work facilities, guidance, training, and effective communication, as well as recognition of the volunteers' contributions. High levels of organizational support foster a sense of belonging to the organization and enhance individual work commitment.

Objectives

2.1 Grand Teori

The overarching theoretical framework for this study is Social Exchange Theory originally proposed by George C. Homans (1958) and further developed by Peter Blau (1964) complemented by the Job Demands-Resources Theory developed by Arnold Bakker and Evangelia Demerouti (2001). Social Exchange Theory posits that the relationship between individuals and an organization operates on the principle of reciprocity; individuals tend to demonstrate positive attitudes and high performance when the organization provides support, attention, recognition, and a positive work environment. Meanwhile, the Job Demands-Resources Theory explains that workload constitutes a "job demand" that can diminish job satisfaction and performance if not balanced by "job resources" such as organizational support, work facilities, training, and recognition. Together, these theories establish a link between workload, organizational support, job satisfaction, and the performance of health volunteers. These theories align with the situation observed among health volunteers in the Sumber Community Health Center (Puskesmas) service area, where volunteers face substantial workloads including “Posyandu” (integrated health post) activities, maternal and child health services, public health data collection, stunting prevention programs, and health promotion initiatives. Operational challenges persist, however, including limited facilities, inequitable task distribution, and suboptimal organizational support, all of which can impact the volunteers' job satisfaction. According to Social Exchange Theory, health volunteers are likely to demonstrate loyalty and improved performance when they receive support and attention from the organization. Conversely, the Job Demands-Resources Theory suggests that a heavy workload can reduce job satisfaction if it is not offset by adequate organizational resources. Organizational support such as training,

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supervision, recognition, effective communication, and adequate facilities is crucial for enhancing job satisfaction, thereby positively influencing the performance of health volunteers in delivering services to the community.

2.2 Workload

Workload refers to the volume of tasks or responsibilities whether physical or mental that an individual must complete within a specific timeframe. It encompasses the set of tasks or activities that an organizational unit or an individual holding a specific position is required to complete within a designated period (Syifa & Allya, 2022). According to Gibson et al. (2019:232), workload is an individual's perception of the extent to which job demands exceed their capabilities or available resources. Based on these definitions, it can be concluded that workload represents the totality of tasks and job demands physical or mental that must be completed within a specific timeframe, commensurate with the individual's capabilities. Zulher (2020) outlines the following indicators of workload:

a. Targets to be achieved. The quantity and quality of work that must be completed within a specific timeframe. Employees are required to complete work in accordance with the quantity, quality, and timeframes established by the organization.
b. Work conditions. The level of difficulty, complexity, and variety of tasks, which influence an employee's ability to complete the work. The more difficult and complex the assigned work, the greater the workload perceived by the employee.
c. Work standards. Regulations, rules, or guidelines that employees must adhere to, such as Standard Operating Procedures (SOP), quality of work output, and timeliness of task completion. Employees must work in accordance with established rules and standards to ensure work outcomes meet organizational expectations.
d. Work environment. Physical and social conditions at the workplace that affect employee comfort, safety, and workflow. A comfortable and supportive work environment can help employees work more effectively and reduce work-related pressure.
e. Time utilization. An employee's ability to organize, utilize, and complete work effectively and efficiently within established timeframes. Employees must be able to manage and allocate their working time effectively to ensure tasks are completed on schedule.

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f. Responsibility. The extent of obligations, authority, and job-related risks involved, as well as the employee's accountability in carrying out their duties. The greater the responsibility given, the greater the work demands that employees must carry out.

2.3 Organizational Supporting

Organizational support is defined as an individual's view regarding the extent to which an organization values their contributions and cares for their well-being. According to Dini et al. (2023), organizational support is a process wherein individuals manage and interpret the various sensory impressions they receive to make sense of their environment. Organizational support refers to employees' perceptions of the degree to which the organization values their contributions and attends to their well-being (Sugeng and Uswatun, 2023). Perceived organizational support can be interpreted as employees' general feelings regarding the extent to which the organization values their contributions and cares about their well-being (Siti Hasna et al., 2025). Based on these explanations, it can be concluded that organizational support is an individual's perception regarding the extent to which an organization values their contributions and cares about their well-being. Hendra and Jufrizen (2022) outline the indicators of organizational support as follows:

a. Recognition. Forms of organizational appreciation for employee performance, whether financial or non-financial.
b. Development. Opportunities provided to employees to enhance their competence, such as training and career development.
c. Working conditions. A work environment that is safe, comfortable, and supportive of employee productivity.
d. Employee well-being. Facilities and programs that ensure employees' needs are met and support work-life balance.

Dini et al. (2023) outline the indicators of organizational support as follows:

a. Well-being. The organization's attention to employee needs, whether financial or non-financial.
b. Respect. Fair treatment that values and acknowledges the presence and role of employees within the organization.
c. Provision of assistance. Organizational support in helping employees when they face work-related difficulties.

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d. Contribution. Opportunities provided to employees to play a role and contribute ideas to the organization.

2.4 Job Satisfaction

Job satisfaction is an individual's attitude toward their job, arising from a comparison between the rewards received and the rewards perceived as deserved (Robbins & Judge, 2022:74). It encompasses an individual's evaluation of and feelings regarding their work and the conditions within their work environment (Puji et al., 2021). According to Muhammad Jazmin et al. (2023), job satisfaction within an organization reflects the extent to which employees enjoy the work they perform. Based on these explanations, job satisfaction can be defined as an individual's attitude and feelings toward their job reflecting a level of satisfaction or dissatisfaction influenced by the alignment between received rewards and expectations, as well as work environment conditions. Zulher (2020) outlines the indicators of job satisfaction as follows:

a. Mentally challenging work. Work that offers challenges, variety, and opportunities for employees to utilize their skills. Employees feel satisfied when their work allows for skill development, presents challenges, and avoids monotony.
b. Supportive working conditions. A work environment that is comfortable, safe, and conducive to employee activities. A positive work atmosphere fosters comfort, leading to greater enthusiasm and productivity.
c. Fair salary or wages. Compensation that is equitable and commensurate with the job's workload and responsibilities. Employees feel satisfied when their pay aligns with the work performed and the contributions made.
d. Supportive colleagues. Good working relationships characterized by mutual assistance and cooperation. Harmonious relationships with coworkers foster effective teamwork and enhance workplace comfort.
e. Compatibility. The fit between the job and the employee's abilities, interests, and expectations. Employees experience greater satisfaction when their work aligns with their existing skills and interests.
f. Supervision. The manner in which supervisors guide, support, and provide direction to employees fairly. Effective supervision helps employees work with greater focus and direction while feeling valued in their roles.

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2.5 Kinerja

Performance refers to the work results achieved by an individual in carrying out their assigned duties, influenced by ability, experience, diligence, and time utilization (Deroni et al., 2023). Meylin and Irwana (2020) state that performance relates to the execution of work and the results obtained from that work. Performance is the work outcome achieved by an individual in terms of both quality and quantity while performing tasks in accordance with their assigned responsibilities (Robbins & Judge, 2022:555). Based on these explanations, it can be concluded that performance is the result of work execution achieved by an individual regarding both quality and quantity while carrying out their duties and responsibilities, influenced by ability, experience, and diligence. Deroni et al. (2023) outline the following performance indicators:

a. Work quality. The level of accuracy, neatness, and adherence to standards in the work produced. Employees are capable of producing work that is neat, meticulous, and compliant with standards established by the organization.
b. Quantity. The volume of work completed within a specific period. Employees are able to complete a volume of work that meets established targets.
c. Timeliness. The ability to complete work by the deadline. Employees are capable of completing tasks on time without delaying assigned work.
d. Effectiveness. The ability to use resources optimally to achieve results. Employees can efficiently utilize time, effort, and work facilities to obtain maximum work results.
e. Independence. The ability to work without excessive reliance on others. Employees are capable of completing work and making work-related decisions independently in accordance with their responsibilities.

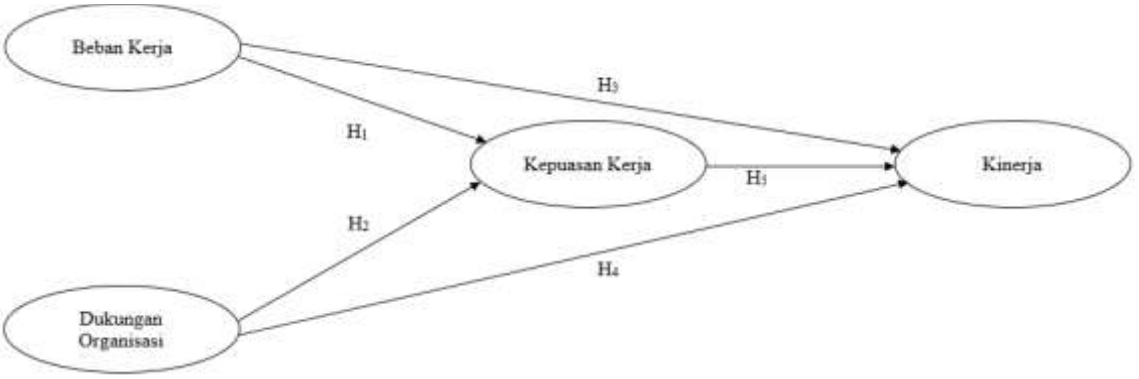


Figure 1. Research Conceptual Framework

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H1 : Workload has a positive and significant effect on job satisfaction
H2 : Organizational support has a positive and significant effect on job satisfaction
H3 : Workload has a positive and significant effect on performance
H4 : Organizational support has a positive and significant effect on performance
H5 : Job satisfaction has a positive and significant effect on performance

This study is quantitative research that examines and measures the influence between variables. It utilizes both primary and secondary data. Data collection was conducted using a questionnaire with a 1–5 Likert scale. The study was conducted at the Sumber Community Health Center (Puskesmas) in Rembang Regency, with a sample of 220 respondents drawn from a population of 498 health volunteers (kader). Purposive sampling a technique involving specific selection criteria was employed, targeting volunteers who had served for at least two years. Data analysis was performed using SEM-AMOS. The workload variable was measured using the following indicators: targets to be achieved, work conditions, work standards, work environment, time utilization, and responsibilities. The organizational support variable was measured using indicators such as recognition, development, working conditions, employee welfare, and contribution. The job satisfaction variable was measured using indicators including mentally challenging work, supportive working conditions, fair pay or wages, supportive colleagues, job fit, and supervision. Finally, the performance variable was measured using indicators of work quality, quantity, timeliness, effectiveness, and independence.

DISCUSSION

3.1. Research Results

A full measurement analysis was conducted to assess the fit of the measurement model, incorporating all indicators for each latent variable. The latent constructs in this study comprise four variables. The results of the initial full measurement analysis are shown in the following figure:

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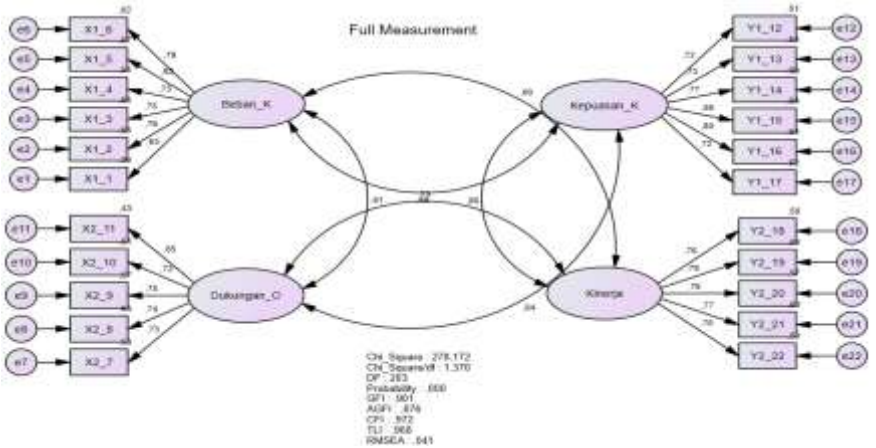


Figure 2. Initial Full Measurement

The test results indicate that there are still several indicators failing to meet the requirements and goodness-of-fit index criteria; therefore, modifications are necessary. These modifications involve removing indicators that do not meet the criteria, as well as those suggested by the Amos modification indices. The resulting modification model is shown in the following figure:

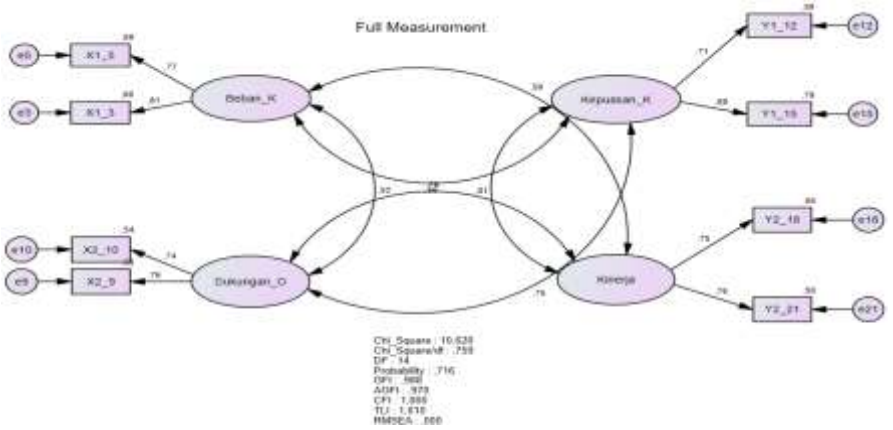


Figure 3. Modified Full Measurement

The indicators retained were found to be valid and reliable in representing their respective latent variables, allowing them to be used in the subsequent analysis stage. The assessment of validity and reliability is as follows:

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Table 4. Validity and Reliability Tests

Variable	Item	Convergent Validity	AVE	Discriminat Validity	Construct Reliability	Result
Workload	X1_3	0,813	0,623	0,789	0,768	Validity & Reliability
	X1_5	0,765				Validity & Reliability
Organizational Support	X2_9	0,759	0,560	0,748	0,718	Validity & Reliability
	X2_10	0,737				Validity & Reliability
Job Satisfaction	Y1_12	0,707	0,643	0,802	0,781	Validity & Reliability
	Y1_15	0,887				Validity & Reliability
Performance	Y2_18	0,747	0,571	0,756	0,727	Validity & Reliability
	Y2_21	0,764				Validity & Reliability

Based on Table 4, it can be seen that all indicators exhibit convergent validity values exceeding the minimum threshold of 0.7. The AVE values for each construct are above 0.5. The discriminant validity values for all constructs also meet the required criteria, and Construct Reliability (CR) values exceed 0.7, indicating good reliability across all constructs. The measurement model meets the requirements and is therefore suitable for further analysis. The structural analysis is presented below:

Table 5. Squared Multiple Correlation Value

	Value
Job Satisfaction	0,598
Performance	0,725

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In the first equation, the squared multiple correlation value is 0.598. This indicates that 59.8% of the job satisfaction variable is determined by the workload and organizational support variables, while the remaining 40.2% is influenced by other variables. In the second equation, the squared multiple correlation value is 0.725. This indicates that 72.5% of the performance variable is determined by the workload, organizational support, and job satisfaction variables, while the remaining 27.5% is influenced by other variables. The results of the Amos SEM model analysis are presented in the following figure:

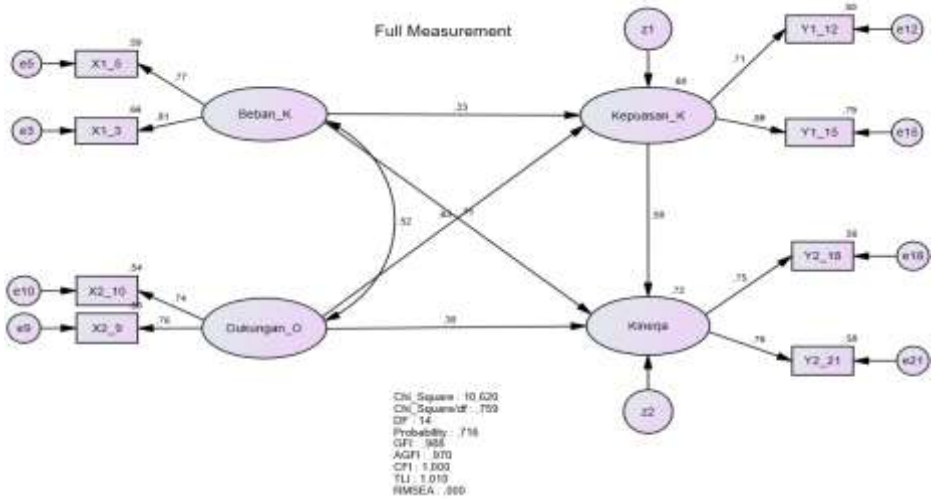


Figure 4. SEM Full Model Testing

The goodness-of-fit results for the Amos SEM modeling can be seen in the following table:

Table 6. Goodness of Fit

Index Information	Cut off Value	Result	Note
Chi Square	df = 71	10,620	*Good Fit*
CMIN/DF	≤ 2,00	0,759	*Good Fit*
Probability	≥ 0,05	0,716	*Good Fit*
GFI	≥ 0,90	0,988	*Good Fit*
AGFI	≥ 0,90	0,970	*Good Fit*
CFI	≥ 0,95	1,010	*Good Fit*
TLI	≥ 0,95	1,000	*Good Fit*
RMSEA	≤ 0,08	0,000	*Good Fit*

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Based on Table 4, which presents the results of the model modification, the Goodness-of-Fit Index values (Chi-Square, CMIN/DF, Probability, GFI, AGFI, TLI, CFI, and RMSEA) met the required criteria, allowing for further analysis. Hypothesis testing was conducted by evaluating the Critical Ratio (C.R.) and the significance level (Probability/P) obtained from the Amos data analysis output. A hypothesis is considered accepted if the C.R. value exceeds 1.64 (one-tailed test) and significant if the P-value is less than 0.05. The table showing the test results is presented below:

Table 7. Hypothesis Test

Variable		Variable	Estimate	CR	P	Result
Job Satisfaction	<---	Workload	0,179	2,452	0,014	Accepted
Job Satisfaction	<---	Organizational Support	0,567	5,412	0,000	Accepted
Performance	<---	Workload	0,141	1,685	0,092	Accepted
Performance	<---	Organizational Support	0,313	2,080	0,038	Accepted
Performance	<---	Job Satisfaction	0,586	3,548	0,000	Accepted

Based on Table 7, the results of testing the five proposed hypotheses indicate that all hypotheses were accepted. The accepted hypotheses demonstrate that workload and organizational support have a positive and significant effect on job satisfaction. Furthermore, workload, organizational support, and job satisfaction also have a positive and significant effect on performance.

Table 8. Analysis of Direct and Indirect Effects

	Direct Effect	*Indirect Effect*	*Total Effect*	Result
Performance -- Workload	0,153	0,114	0,267	Not Mediating
Performance -- Organizational Support	0,299	0,317	0,616	Mediating

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Based on Table 8, job satisfaction does not mediate the effect of workload on performance; consequently, the impact of workload on performance occurs primarily through a direct effect. In contrast, job satisfaction mediates the effect of organizational support on performance. This indicates that enhancing organizational support can improve performance by increasing job satisfaction. Thus, job satisfaction acts as a mediating variable in the relationship between organizational support and performance, but it does not serve as a mediating variable in the relationship between workload and performance.

DISCUSSION

a. The Effect of Workload on Job Satisfaction

Based on the data analysis, the results yielded a Critical Ratio (C.R.) of 2.452, a Probability (P) value of 0.014, and an Estimate value of 0.1769. A C.R. value greater than 1.64, a P-value less than 0.05, and a positive Estimate value indicate that Hypothesis 1 is accepted. Thus, it can be concluded that workload has a positive and significant effect on the job satisfaction of health cadres in the Sumber Rembang Community Health Center (Puskesmas) area. These findings demonstrate that managing workload in alignment with the health cadres' capacity can enhance job satisfaction. A proportionally distributed workload, supported by clear work standards and effective time utilization, encourages health cadres to perform their duties optimally, thereby fostering job satisfaction. These findings align with Edwin A. Locke's Value Theory, which posits that job satisfaction results from the congruence between an individual's expectations and the actual work conditions experienced. Furthermore, according to Stephen P. Robbins and Timothy A. Judge, a properly managed workload enables individuals to complete tasks effectively, thereby boosting job satisfaction. Conversely, a workload that exceeds an individual's capabilities can create work-related pressure, potentially reducing job satisfaction levels.

In this study, following model modification, the workload variable was represented by two indicators: work standards and time utilization. Of these, time utilization contributed the most to the workload variable, whereas work standards made a relatively smaller contribution. This indicates that the health cadres' ability to manage the time required for task execution is the primary factor shaping their perception of workload and influencing their job satisfaction. These results are consistent with previous research by Tetty and Harlyn (2023), which also found that workload has a significant positive impact on job satisfaction. This confirms that a balanced workload and adequate resources can

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enhance job satisfaction. In contrast, research conducted by Muhammad Rizki et al. (2022) shows that workload has a negative effect on job satisfaction.

b. The Effect of Organizational Support on Job Satisfaction

Based on the data analysis, the results yielded a Critical Ratio (C.R.) of 5.412, a Probability (P) value of 0.000, and an Estimate value of 0.567. A C.R. value greater than 1.64, a P-value less than 0.05, and a positive Estimate value indicate that Hypothesis 2 is accepted. Thus, it can be concluded that organizational support has a positive and significant effect on the job satisfaction of health cadres in the Sumber Rembang Community Health Center (Puskesmas) area. The study results indicate that the greater the support provided by the organization to health cadres, the higher their perceived level of job satisfaction. Organizational support manifested through the provision of adequate working conditions, attention to cadre welfare, and recognition of contributions fosters the perception that the organization values the roles and performance of health cadres. These conditions cultivate a sense of comfort, pride, and satisfaction in performing community service duties. These findings align with the Perceived Organizational Support (POS) theory proposed by Robert Eisenberger et al. (1986), which explains that when individuals perceive care, appreciation, and support from an organization, they develop a positive attitude toward their work, including increased job satisfaction. Stephen P. Robbins and Timothy A. Judge (2017) state that organizational support is a crucial factor influencing job satisfaction because it provides a sense of security, appreciation, and care within the work environment.

In this study, following model modification, the organizational support variable was represented by two indicators: working conditions and personnel welfare. Of these two indicators, personnel welfare contributed the most to the organizational support variable, while working conditions made a relatively smaller contribution. This indicates that the organization's attention to the welfare of health cadres is the most dominant aspect in shaping the perception of organizational support; however, improvements to working conditions remain necessary to enable health cadres to perform their duties more optimally and experience higher job satisfaction. The results of this study align with previous research conducted by Dini et al. (2023), which demonstrated that organizational support has a positive and significant effect on job satisfaction. This contrasts with the study conducted by Noer Hayati (2020), which showed that organizational support has a positive but non-significant effect on job satisfaction.

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c. The Effect of Workload on Performance

Based on the data analysis, the results yielded a Critical Ratio (C.R.) of 1.685, a Probability (P) value of 0.092, and an Estimate value of 0.141. The positive Estimate value indicates a positive relationship between workload and performance. However, since the Probability (P) value exceeds 0.05, the effect is not statistically significant. Thus, Hypothesis 3 is accepted, leading to the conclusion that workload has an effect albeit an insignificant one on the performance of health cadres in the Sumber Rembang Community Health Center (Puskesmas) area. These findings indicate that the workload experienced by health cadres has not yet exerted a tangible influence on either the improvement or decline of their performance. This suggests that health cadres remain capable of carrying out their duties and responsibilities despite facing varying workloads. This resilience may be attributed to factors such as work experience, commitment, time management skills, and a strong sense of responsibility in providing services to the community.

These research findings align with the theory proposed by Robert L. Mathis and John H. Jackson (2011), which states that employee performance is influenced not only by workload but also by various other factors such as ability, motivation, organizational support, work opportunities, and the work environment. Workload is not the sole determinant of an individual's performance level. In this study, following model modification, the workload variable was represented by two indicators: work standards and time utilization. Of these two indicators, time utilization contributed the most to the workload variable, whereas work standards contributed less. These results indicate that the health cadres' ability to manage the time required for tasks is the most dominant aspect in characterizing workload, even though the overall impact of workload on performance was not proven to be significant. These findings are consistent with previous studies by Nurhasanah et al. (2022) and Sofiyatuz and Rifdah (2024), which showed that workload has a positive and significant effect on performance. Conversely, a study by Natasya et al. (2025) found that workload has a significant negative effect on performance.

d. The Effect of Organizational Support on Performance

Based on the data analysis, the results yielded a Critical Ratio (C.R.) of 2.080, a Probability (P) value of 0.038, and an Estimate value of 0.313. A C.R. value greater than 1.64, a P-value less than 0.05, and a positive Estimate value indicate that Hypothesis 4 is accepted. Thus, it can be concluded that organizational support has a positive and significant effect on the performance of health cadres in the Sumber Rembang

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Community Health Center (Puskesmas) area. The study results demonstrate that higher levels of organizational support lead to better performance among health cadres. Organizational support manifested through the provision of adequate working conditions, attention to cadre well-being, and appreciation for their contributions can boost the work morale, commitment, and sense of responsibility of health cadres in delivering services to the community. These conditions foster improvements in the quality of task execution and overall performance achievement.

These findings align with the Social Exchange Theory proposed by Peter M. Blau (1964), which posits that the relationship between an organization and an individual is grounded in the principle of reciprocity. When an organization provides support and attention and creates a conducive work environment, individuals reciprocate with positive work attitudes and behaviors, including enhanced performance. Furthermore, Fred Luthans (2011) explains that adequate organizational support can boost motivation, commitment, and morale, thereby improving individual performance in carrying out tasks and responsibilities. In this study, following model modification, the organizational support variable was represented by two indicators: working conditions and personnel well-being. Of these two, personnel well-being contributed most significantly to the organizational support variable, while working conditions made a relatively smaller contribution. This indicates that the organization's attention to the well-being of health cadres is the dominant factor in enhancing the perception of organizational support, which subsequently leads to improved performance among the cadres. This study aligns with previous research conducted by Hendra and Jufrizen (2022) and Yuliana and Andang (2023), which indicates that organizational support has a positive and significant effect on performance. In contrast, research conducted by Windy et al. (2022) shows that organizational support does not affect performance.

e. The Effect of Organizational Support on Performance

Based on the data analysis, the results yielded a Critical Ratio (C.R.) of 3.548, a Probability (P) value of 0.000, and an Estimate value of 0.586. A C.R. value greater than 1.64, a P-value less than 0.05, and a positive Estimate value indicate that Hypothesis 5 is accepted. Thus, it can be concluded that job satisfaction has a positive and significant effect on the performance of health cadres in the Sumber Rembang Community Health Center (Puskesmas) area. The study results indicate that higher levels of job satisfaction among health cadres correlate with better performance in carrying out community service duties. Job satisfaction encourages health cadres to work with greater enthusiasm and a sense of responsibility, while striving to deliver optimal results. This

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condition leads to improvements in the quality, effectiveness, and accuracy of task execution. These findings align with the Two-Factor Theory proposed by Frederick Herzberg (1959), which explains that job satisfaction is influenced by motivator factors such as achievement, recognition, responsibility, and opportunities for growth. When these factors are met, individuals are motivated to enhance their drive and achieve better performance. Furthermore, Stephen P. Robbins and Timothy A. Judge (2017) state that job satisfaction is a factor influencing performance, as individuals satisfied with their work tend to exhibit higher levels of motivation, commitment, and productivity.

In this study, following model modification, the job satisfaction variable was represented by two indicators: mentally challenging work and supportive colleagues. Of these two indicators, supportive colleagues made the greatest contribution to the job satisfaction variable, whereas mentally challenging work contributed relatively less. This indicates that support from fellow health cadres is the most dominant aspect in enhancing job satisfaction, which subsequently impacts the improvement of health cadre performance. This study aligns with research conducted by Deroni et al. (2023), which indicates that job satisfaction has a positive and significant effect on performance. In contrast, research conducted by Rizal (2019) shows that job satisfaction has an effect on performance, but it is not significant.

f. The Effect of Workload on Performance with Job Satisfaction as a Mediator

Based on the analysis of direct and indirect effects, the workload variable's impact on performance yielded a direct effect value of 0.153, an indirect effect of 0.114, and a total effect of 0.267. The fact that the direct effect value exceeds the indirect effect indicates that the influence of workload on performance is predominantly direct. Job satisfaction does not act as a mediating variable in the relationship between workload and the performance of health cadres in the Sumber Rembang Community Health Center (Puskesmas) area. These results demonstrate that changes in workload levels affect performance more directly rather than through increased job satisfaction. This suggests that, although job satisfaction is related to performance, the impact of workload on health cadre performance is not contingent upon perceived levels of job satisfaction; in other words, health cadres remain capable of fulfilling their duties and responsibilities regardless of variations in their perceived job satisfaction.

These findings can be explained through the Job Demands–Resources (JD-R) Theory proposed by Evangelia Demerouti et al. (2001). This theory posits that job demands—such as workload—do not necessarily influence performance via job satisfaction. Instead, this influence depends heavily on the availability of job resources,

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such as organizational support, work autonomy, feedback, and opportunities for professional growth. When such resources are adequate, individuals can maintain their performance levels even when facing high workloads. Consequently, the study indicates that job satisfaction does not mediate the effect of workload on performance; thus, improving the performance of health cadres is driven more by the direct management of workload than by enhancing job satisfaction.

g. The Effect of Organizational Support on Performance with Job Satisfaction as a Mediator

Based on the analysis of direct and indirect effects, the variable of organizational support regarding performance yielded a direct effect value of 0.299, an indirect effect value of 0.317, and a total effect value of 0.616. The fact that the indirect effect value exceeds the direct effect value indicates that the influence of organizational support on performance is predominantly exerted through job satisfaction. Job satisfaction mediates the impact of organizational support on the performance of health cadres in the Sumber Rembang Community Health Center (Puskesmas) area. The study results demonstrate that organizational support not only directly influences the improvement of health cadre performance but also enhances job satisfaction, which ultimately leads to better performance. Organizational support manifested through conducive working conditions, attention to cadre welfare, and recognition of contributions fosters a sense of being valued, boosts work motivation, and creates job satisfaction. This job satisfaction encourages health cadres to perform their duties more effectively and responsibly, with a focus on achieving organizational goals.

These findings align with the theory proposed by Lyman W. Porter and Edward E. Lawler III (1968), which posits that organizations capable of meeting their members' needs and expectations generate higher levels of job satisfaction. Such job satisfaction drives individuals to work more effectively, productively, and responsibly, resulting in superior performance. This is consistent with the study's results, which show that job satisfaction mediates the effect of organizational support on the performance of health cadres in the Sumber Rembang Puskesmas area. The findings confirm that job satisfaction acts as a mediating variable in the relationship between organizational support and performance. This indicates that efforts to improve health cadre performance need not rely solely on direct organizational support; fostering high job satisfaction serves as a mechanism that reinforces the impact of organizational support on performance.

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CONCLUSION

Based on the analysis and discussion in this study, the following conclusions can be drawn: 1) Workload has a positive and significant effect on the job satisfaction of health cadres in the working area of the Sumber Community Health Center (Puskesmas), Rembang Regency; higher workload aligned with their main duties and functions corresponds to higher job satisfaction. 2) Organizational support has a positive and significant effect on the job satisfaction of health cadres in the working area of the Sumber Community Health Center, Rembang Regency; higher organizational support corresponds to higher job satisfaction. 3) Workload has a positive but non-significant effect on the performance of health cadres in the working area of the Sumber Community Health Center, Rembang Regency; higher workload aligned with their main duties and functions corresponds to higher performance. 4) Organizational support has a positive and significant effect on the performance of health cadres in the working area of the Sumber Community Health Center, Rembang Regency; higher organizational support corresponds to higher performance. 5) Job satisfaction has a positive and significant effect on the performance of health cadres in the working area of the Sumber Community Health Center, Rembang Regency; higher job satisfaction corresponds to higher performance.

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