

THE EFFECT OF WORKLOAD, WORK STRESS AND WORK FATIGUE ON EMPLOYEE PERFORMANCE ON PUSKESMAS IN MAJALENGKA REGENCY

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Abstract

This study aims to examine the effect of workload, work stress, and work fatigue on employee performance at one of the Puskesmas in Majalengka Regency. The research method used in this research is a quantitative research method. The population in this study is Puskesmas employees in Majalengka Regency as many as 64 employees with a sample of 64 employees. The sampling technique is nonprobability sampling using total sampling techniques so in this study samples were taken from the entire population at the Majalengka Regency Health Center. The data collection technique uses questionnaires and the results of the data analysis used are multiple regression analysis. The results of the study show partially the positive and significant influence of workload variables on employee performance can be seen from $t_{\text{calculate}} > t_{\text{table}}$ which is $3.196 > 1.669$, work stress has a negative and significant effect on performance variables can be seen from $t_{\text{calculate}} > t_{\text{table}}$ which is $-3.216 > -1.669$, work fatigue has a negative and significant effect on performance variables can be seen from $t_{\text{calculate}} > t_{\text{table}}$ which is $-2.104 > -1.669$ and simultaneously the variables workload, work stress and work fatigue have a positive and significant effect on the performance shown $F_{\text{calculate}} > F_{\text{table}}$ of $11.916 > 2.76$.

Keyword:

Workload, Work Stress, Work Fatigue, Employee Performance.

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh beban kerja, stres kerja dan kelelahan kerja terhadap kinerja pegawai pada salah satu Puskesmas di Kabupaten Majalengka. Metode penelitian yang digunakan dalam penelitian ini adalah metode penelitian kuantitatif. Populasi dalam penelitian ini adalah pegawai Puskesmas di Kabupaten Majalengka sebanyak 64 pegawai dengan jumlah sampel 64 pegawai. Teknik penarikan sampel yaitu *nonprobability sampling* dengan menggunakan Teknik sampling total sehingga dalam penelitian ini sampel diambil dari keseluruhan populasi di Puskesmas Kabupaten Majalengka. Teknik pengumpulan data menggunakan kuesioner dan hasil analisis data yang digunakan adalah analisis regresi berganda. Hasil penelitian menunjukkan secara parsial pengaruh positif dan signifikan variabel beban kerja terhadap kinerja pegawai dapat dilihat dari $t_{\text{hitung}} > t_{\text{tabel}}$ yaitu $3,196 > 1,669$, stres kerja berpengaruh negatif dan signifikan terhadap variabel kinerja dapat dilihat dari $t_{\text{hitung}} > t_{\text{tabel}}$ yaitu $-3,216 > -1,669$, kelelahan kerja berpengaruh negatif dan signifikan terhadap variabel kinerja dapat dilihat dari $t_{\text{hitung}} > t_{\text{tabel}}$ yaitu $-2,104 > -1,669$ dan secara simultan variabel beban kerja, stres kerja dan kelelahan kerja berpengaruh positif dan signifikan terhadap kinerja yang ditunjukkan $F_{\text{hitung}} > F_{\text{tabel}}$ sebesar $11,916 > 2,76$.

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INTRODUCTION

Employee performance is very important in an organization to achieve targets and goals that have been set. This view is in line with research (Sulaiman & Asanudin, 2020) which states that employee performance is something that organizations need to pay attention to, because this can describe the performance of the organization. Employee performance needs to be maintained in order to achieve good performance, in accordance with the performance standards applied and in accordance with the vision and mission of the organization. Employees who are in accordance with performance standards are expected to improve organizational performance and be able to complete tasks and responsibilities properly in carrying out their work for the sustainability of the organization. Employee performance has become a very much discussed topic in human resource management practice, because this performance is very important for an organization. The performance of the organization will increase and achieve the goals of an organization and have employees who are well qualified and employees who are able to utilize the resources and facilities provided by the organization.

Previous research has discussed many variables that affect performance. For example (Mansyur, Yusuf and Rifai, 2021) stated that factors that affect employee performance, namely organizational culture, work motivation, work experience, work discipline, self-efficacy and service affect employee performance. Furthermore (Masriati, Abdullah and Nongkeng, 2018) found that the performance of the work of puskesmas wants is influenced by workload variables, individual characteristics, and work discipline, where these three variables have a positive and significant effect on the performance of puskesmas employees. Furthermore, another scientist, Araujo (2021), stated that the performance of puskesmas employees is influenced by work environment variables and workload, with the results of research on work environment variables and workload have a positive and significant effect on employee performance.

Employee performance is very necessary for organizations that provide direct services to the community such as puskesmas. As explained by the research team (Masriati et al., 2018) Puskesmas as one of the health facilities that provide health services to the community has a very strategic role in accelerating the improvement of public health status. Puskesmas as a health service center for the community, a health development center for the community and a first-level service center for people who live in a certain area. Puskesmas has a very important function and must be supported by employee performance. This means that employee performance becomes a variable that

Very important for puskesmas. The existence of the Covid-19 pandemic requires puskesmas to maintain the performance of their employees in order to be able to serve the community well.

Based on an interview conducted with the Head of Administration of one of the Puskesmas in Majalengka Regency, there is a problem in employee performance, namely the less than optimal performance of the Puskesmas employees. From the interview data, it was found that less than optimal performance is influenced by many variables, namely discipline, motivation, work environment, work communication, competence, workload and work stress. From some of the factors above, currently the problem of workload, work stress, fatigue greatly affects the performance of the Puskesmas employees.

Furthermore, the data from the interview results stated that there was a workload problem that affected employees at the Puskesmas, the workload referred to by employees was a double responsibility such as village midwives concurrently being the person in charge of poned (poned is a service to overcome obstetric and neonatal emergency cases that occur For pregnant women, maternity women and postpartum mothers) who should be carried out by the midwife of the puskesmas. The existence of the COVID-19 pandemic which has become a world pandemic has increased the workload of puskesmas employees, considering that they are at the forefront of dealing with the pandemic. The workload received by employees during the pandemic is vaccination that must be done outside of working days and working hours.

The next problem that exists in the Puskesmas in Majalengka Regency is work stress. Based on an interview with the head of the TU Puskesmas, the work stress experienced by employees during the Covid-19 Pandemic was caused by the tight vaccination schedule that the puskesmas did considering that this vaccination must be completed immediately with a predetermined target, there are conflicting schedules between posyandu schedules and vaccination schedules so that these conflicting schedules make puskesmas employees experience stress characterized by fatigue, Unable to relax and irritable. This phenomenon in Puskesmas is in line with the view (Wushe & Shenje, 2019) which states that work stress has become a world problem, for health nurses who spend time at work have a risk of stress-related problems.

Another problem that exists at the Puskesmas in Majalengka Regency is work fatigue. Based on the interview that the researcher conducted with the head of the TU Puskesmas, the work fatigue experienced by puskesmas employees is due to the six changes in workload, working hours and working days such as vaccinations carried out outside working hours and operational working days. The existence of vaccination activities and services at the puskesmas causes employees to experience work fatigue.

Based on the description above, researchers see an urgency to conduct research related to the effect of workload, work stress and work fatigue on employee performance at one of the Puskesmas in Majalengka Regency. This study aims to examine the effect of workload, work stress and work fatigue on employee performance, which is measured by the strong and weak relationship between workload variables, work stress and work fatigue with employee performance.

Problem Statement

Based on the background description above, the formulation of the problem in this study is as follows:

1. How does the workload affect employee performance at the Majalengka Regency Health Center?
2. How does work stress affect employee performance at the Majalengka Regency Health Center?
3. How does work fatigue affect employee performance at the Majalengka Regency Health Center?

Research Objectives

Based on the formulation of the problem above, the objectives of this research are as follows:

1. Analyzing the workload has a significant influence on employee performance at the Majalengka Regency Health Center.
2. Analyzing work stress has a significant influence on employee performance at the Kabu Puskesmaspatent Majalengka.
3. Analyzing work fatigue has a significant influence on employee performance at the Majalengka Regency Health Center.

LITERATURE REVIEW

Workload

Scientists try to define the workload. Manuaba (2000) in (Widodo & Widiyawan, 2021) suggests that workload is the physical ability of a worker in accepting a job. Furthermore, (Koesomowidjojo, 2021) explained that workload is a process in determining the number of working hours of human resources who perform work, which are used and needed to complete certain jobs within a certain time. Other scientists, Tentama, (Tentama, Rahmawati and Muhopilah 2019) define workload as various demands that include quantitative, qualitative, mental and physical tasks. Another team of scientists, (Hart & Staveland, 1988) states that workload is not an inherent property, but rather arises from the interaction between task requirements, the circumstances in which it is performed, and worker skills, behaviors, and perceptions.

The dimensions of the workload according to Manuaba (2000) in (Tarwaka, 2019) consist of external factors and internal factors. External factors workload consists of workloads originating from outside the physical worker. Meanwhile, internal factors of workload are factors derived from the physical workers themselves as a result of reactions from external workloads.

Work Stress

Some people try to express work stress. (Robbins & Judge, 2018) states that stress is a dynamic condition in which workers are faced with opportunities, demands, or resources that are tied to what workers want and which results are uncertain and important. Furthermore, (Afandi, 2018) mentioned that work stress is a condition that arises due to the interaction between a worker and their work, where there is a mismatch in characteristics and unclear changes that occur in the organization. Then, (Fields, 2017) states that in general, studies on work stress have focused on the belief that prolonged association with stressful conditions at work causes mental and/or physical distress. (Fields, 2017) further says that when it comes to defining stress, difficulties may arise because operational definitions may fail to reflect the transactional nature of the stress process. That is, stress is not solely in the environment or solely on the individual but is formed when the interaction between the two is judged demanding enough to threaten well-being.

Work Fatigue

Scientists define work burnout. (Kartono, 2017) states that burnout is a condition of a worker against physical, mental and emotional fatigue, due to stress experienced in a relatively long period of time and in situations that demand high emotional attachment. Another researcher, (Hayati & Fitria, 2018) said that burnout is a symptom of physical, emotional, attitude and behavior fatigue, feelings of dissatisfaction with oneself and distrust of one's abilities and lack of desire for personal achievement arising from prolonged work stress, reactions to circumstances that accompany a person when facing such stress and is a response to interpersonal stressors at work. Another research team, (Sirén, Patel, Orqvist & Wincent, 2018) says that burnout is a psychological response to very high work stress resulting from a combination of emotional exhaustion, depersonalization, decreased personal achievement and decreased professional efficacy.

Employee Performance

Scientists define performance initiation, (Edison, Anwar & Komariyah, 2018) states that performance is the result of a work process that refers to and is measured in a certain period of time based on predetermined terms or agreements. Another scientist, (Busro, 2018) stated that Performance is the result of work achieved individually or in groups in an organization, in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission, and goals of the organization by including the ability, perseverance, independence, ability to overcome problems in accordance with time limits given legally, not violating the law and in accordance with morals and ethics. Another research team, (Pradhan & Jena, 2017) suggests that kinerja is a multicomponent concept and at a basic level one can distinguish aspects of the performance process, namely behavioral involvement from expected results.

RESEARCH MODEL

The description of all variables raised in this study, the framework of the research model can be made as shown below:

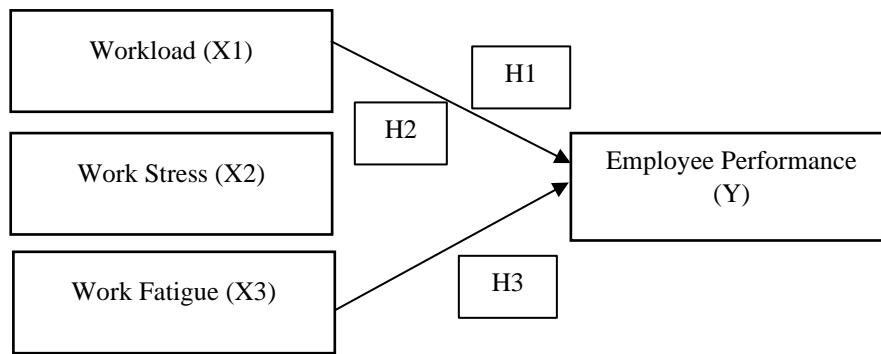


Figure 1. Research Framework
Source: Data processed by researchers (2022)

Formulation of Research Hypotheses

Hypotheses are prepared based on theories and frameworks that have been described earlier, so from theories and frameworks can be compiled several hypotheses as follows:

1. H1 : There is an effect of workload (X1) on employee performance (Y) at the Majalengka Regency Health Center.
2. H2 : There is an effect of work stress (X2) on employee performance (Y) at the Majalengka Regency Health Center.
3. H3 : There is an effect of work fatigue (X3) on employee performance (Y) at the Majalengka Regency Health Center.

RESULTS AND DISCUSSION

Characteristics of Respondents Age

Table 1. Characteristics of respondents by age

Age	Frequency	Percentage
< 25 years	9	14,1%
25 – 35 years	16	25%
35 – 45 years	25	39%
> 45 years old	14	21,9%
Sum	64	100%

Source: Primary Data (2022)

Based on the table above, it shows that the age of respondents aged < 25 years as many as 9 people or 14.1%, while respondents with an age range of 25 – 35 years as many as 16 people or 25%, respondents with an age range of 35 – 45 years as many as 25 people or 39% and respondents with the age of > 45 years as many as 14 people or 21.9% of the total number of respondents studied with a sample obtained as many as 64 people, So it can be concluded that the majority of respondents based on age are 35 – 45 years.

Education Level

Table 2. Characteristics of respondents based on education level

Education	Frequency	Percentage
Diploma III	42	65,6%
Diploma IV	13	20,3%
Strata I	9	14,1%
Sum	64	100%

Source: Primary Data (2022)

Based on the table above, it shows that the education level of respondents with Diploma (D3) degrees was 42 people or 65.6%, while respondents with Diploma (D4) degrees were 13 people or 20.3% and respondents with Bachelor degrees (S1) were 9 people or 14.1%, of the total number of respondents studied with samples obtained as many as 64 people, it can be concluded that the majority of respondents based on education level were those with Diploma (D3) degrees.

Length of Work

Table 3. Characteristics of respondents based on length of work

Length of Work	Frequency	Percentage
< 5 years	10	15,6%

5 – 10 years	12	18,8%
10 – 15 years	15	23,4%
16 - 20 years	13	20,3%
> 20 years	14	21,9%
Sum	64	100%

Source: Primary Data (2022)

Based on the table above, it shows that the length of work of respondents with a working length of < 5 years is 10 people or 15.6%, while respondents with a length of work of 5 – 10 years are 12 people or 18.8%, respondents with a length of work of 11 – 15 years are 15 people or 23.4%, respondents with a length of work of 16 – 20 years are 13 people or 20.3%, And respondents with a working length of > 20 years as many as 14 people or 21.9%, it can be concluded that the majority of respondents' working length is 11-15 years.

Data Testing Results

Validity Test

According to (Ghozali, 2018: 51), validity tests are used to measure the validity or validity of a questionnaire.

Table 4. Workload variable validity test (X₁)

No. Item	r _{calculate}	r _{table}	Information
1	0,629	0,246	Valid
2	0,449	0,246	Valid
3	0,513	0,246	Valid
4	0,445	0,246	Valid
5	0,701	0,246	Valid
6	0,540	0,246	Valid

Source: Data processed by researchers (2022)

In the results of the validity test processing X₁ above is declared valid, because each r_{count} in each statement states a number more than r_{table} which is 0.246.

Table 5. Test the validity of the work stress variable (X₂)

No. Item	r _{calculate}	r _{table}	Information
1	0,391	0,246	Valid
2	0,288	0,246	Valid
3	0,555	0,246	Valid
4	0,267	0,246	Valid
5	0,526	0,246	Valid
6	0,492	0,246	Valid
7	0,566	0,246	Valid
8	0,467	0,246	Valid
9	0,253	0,246	Valid
10	0,503	0,246	Valid
11	0,524	0,246	Valid
12	0,306	0,246	Valid

Source: Data processed by researchers (2022)

In the results of the validity test processing X₂ above is declared valid, because each r_{calculated} in each statement states a number more than r_{table}, which is 0.246.

Table 6. Test the validity of the work fatigue variable (X₃)

No. Item	r _{calculate}	r _{table}	Information
1	0,290	0,246	Valid
2	0,291	0,246	Valid
3	0,264	0,246	Valid
4	0,419	0,246	Valid
5	0,721	0,246	Valid
6	0,403	0,246	Valid
7	0,365	0,246	Valid

No.	Item	$r_{\text{calculate}}$	r_{table}	Information
8		0,427	0,246	Valid

Source: Data processed by researchers (2022)

In the results of the validity test processing X_3 above is declared valid, because each $r_{\text{calculated}}$ in each statement states a number more than r_{table} , which is 0.246.

Table 7. Employee Performance Variable Validity Test (Y)

No.	Item	$r_{\text{calculate}}$	r_{table}	Information
1		0,406	0,246	Valid
2		0,321	0,246	Valid
3		0,467	0,246	Valid
4		0,453	0,246	Valid
5		0,289	0,246	Valid
6		0,371	0,246	Valid
7		0,630	0,246	Valid
8		0,392	0,246	Valid
9		0,357	0,246	Valid

Source: Data processed by researchers (2022)

In the results of the Y validity test processing above, it is declared valid, because each $r_{\text{calculated}}$ in each statement states a number more than r_{table} , which is 0.246.

Reliability Test

According to Ghazali (2018: 45), reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answers to statements are consistent or stable over time. Here are the results:

Table 8. Workload variable reliability test (X_1)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.783	.796	6

Source: Data processed by researchers (2022)

Table 9. Reliability Test of Work Stress Variables (X_2)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.788	.785	12

Source: Data processed by researchers (2022)

Table 10. Variable Reliability Test of Work Fatigue (X_3)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.704	.701	8

Source: Data processed by researchers (2022)

Table 11. Reliability Test of Employee Performance Variables (Y)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.732	.732	9

Source: Data processed by researchers (2022)

A construct or variable is said to be reliable if it gives a Cronbach Alpha value of > 0.70 (Nunnally, 1994) in Ghazali (2018: 46). Judging from the results of the SPSS calculation above, it can be declared reliable because Cronbach's Alpha of all variables above is greater than 0.700 which is the reliability standard. Therefore, the results of the reliability test state that the measurement results can be said to be reliable.

Classical Assumption Test

Normality Test

According to Gozali (2018: 161) "The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution. Here are the results:

Table 12. Kolmogorov-Smirnov One-Sample Normality Test

		Unstandardized Residual
N		64
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.77776229
Most Extreme Differences	Absolute	.062
	Positive	.062
	Negative	-.042
Test Statistics		.062
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Data processed by researchers (2022)

Based on the normality test conducted in the table above with data processing using SPSS 25.0 and the Kolmogorov-Smirnov test, it can be seen that the value is significant in the unstandardized residual with a result of 0.200. This indicates that the significant value is greater than 0.05. So it can be concluded that the data of this study are normally distributed.

Multicollinearity Test

According to Ghozali (2018: 107), the multicollinearity test aims to test whether the regression model found a correlation between variables (independent). A good regression model should not have correlations between independent variables. Here are the results:

Table 13. Multicollinearity Test

Collinearity Statistics		
	Tolerance	VIF
	.950	1.053
	.918	1.089
	.875	1.143

Source: Data processed by researchers (2022)

Based on the multicollinearity test above, it can be seen that the VIF value of these three variables is smaller than 10, and the tolerance value is greater than 0.1, so it is stated that there is no multicollinearity problem in the variable ribs.

Hypothesis Testing

Table 14. T test (Hypothesis Test)

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	42.480	3.000		14.161	.000
Beban_Kerja	.266	.083	.335	3.196	.002
Stres_Kerja	-.222	.069	-.343	-3.216	.002
Kelelahan_Kerja	-.251	.119	-.230	-2.104	.040

Source: Data processed by researchers (2022)

Based on the existing table of t-test calculation results, the following results are obtained:

1. H1 effect of workload (X_1) on employee performance (Y). From the table above t_{count} 3.196 greater than t_{table} 1.669. The significance on the workload variable is 0.002 and lower than 0.05. It can be concluded that H_0 is rejected and H_1 is accepted, because t_{count} is greater than t_{table} , thus there is a positive and significant influence between workload and employee performance.
2. H2 effect of work stress (X_2) on employee performance (Y). From the table above $t_{calculate}$ -3.216 greater than t_{table} -1.669. The significance of the work stress variable was 0.002 and lower than 0.05. It can be concluded that H_0 is rejected and H_2 is accepted, because t_{count} is greater than t_{table} , thus there is a negative and significant influence between job stress and employee performance.
3. H3 effect of work fatigue (X_3) on employee performance (Y). From the table above $t_{calculate}$ -2.104 greater than t_{table} -1.669. The significance of the work fatigue variable was 0.040 and lower than 0.05. It can be concluded that H_0 is rejected and H_3 is accepted, because t_{count} is greater than t_{table} , thus there is a negative and significant influence between work fatigue

The Effect of Workload on Employee Performance

Based on the results of the study in table 14 above, a calculated t value of 3.196 was obtained while the table t with degrees of freedom (df) = $64-2 = 62$ at a significance level of 0.05 (double-sided test) was 1.669. Thus $3.196 > 1.667$ so it can be concluded that $t_{\text{calculate}} > t_{\text{table}}$, which means that workload has a positive and significant influence on employee performance. This means that with a good workload and in accordance with employee abilities, it will improve employee performance, but too excessive workload can cause a decrease in employee performance. Manuaba (2000) states that workload is to the ability of one's body to accept a job. This means that this workload really needs to be considered because the workload given must be in accordance with the ability and capacity of employees. Koesomowidjojo (2021) states that workload is a process in determining the number of working hours of human resources who work, are used and needed in completing a job for a certain period of time. This reinforces that the determination of working hours, tasks and work time periods will greatly determine the workload received by employees.

The results of this study are in line with previous research conducted by (Kusuma, Mahfudnjamuddin & Arfah, 2021) the results of the study stated that workload had a positive and significant effect on nurses' work. Then research (Araujo, 2021) and (Masriati et al., 2018) which states that workload has a positive and significant effect on nurse performance.

The Effect of Work Stress on Employee Performance

Based on the results of the study in table 14 above, a calculated t value of -3.216 was obtained while the table t with degrees of freedom (df) = $64-2 = 62$ at a significance level of 0.05 (double-sided test) was 1.669. Thus $-3.216 > -1.667$ so it can be concluded that the $< t_{\text{calculate}}$ the t_{table} , which means that work stress has a negative and significant influence on employee performance. This means that the higher the work stress experienced by employees, the more it will reduce employee performance, otherwise if employee stress is low, it will be able to improve employee performance. The puskesmas must pay attention to the level of stress experienced by employees in carrying out their work in order to improve employee performance. Afandi (2018) work stress is a condition that arises due to interaction between individuals and their work, where there is a mismatch in characteristics and unclear changes that occur in the company. This strengthens if in the work of employees experiencing unclear changes or interacting with work for a long period of time will make employees experience work stress.

The results of this study are in line with previous research conducted by (Laksana & Mayasari, 2021) which stated that work stress has a negative and significant effect on nurses' performance. Then further research (Rahmawati & Irwana, 2020) which states that work stress has a negative and significant effect on nurse performance. The results of this study are different from those conducted by (Khaerana & Amri, 2020) which found that work stress did not have a significant effect on employee performance.

The Effect of Work Fatigue on Employee Performance

Based on the results of the study in table 14 above, a calculated t value of -2.104 table t -sedan with degrees of freedom (df) = $64 - 2 = 62$ at a significance level of 0.05 (two-sided test) is 1.669. Thus $-2.104 > -1.667$ so it can be concluded that $t_{\text{counts}} > t_{\text{table}}$, which means that work fatigue has a negative and significant influence on employee performance. This means that the higher the work fatigue, the lower the performance of employees.

The results of this study are in line with previous research conducted by (Christ, Mardiana & Sutatno, 2020) which stated that work fatigue has a negative and significant effect on employee performance. The results of this study are different from those conducted by (Khustina & Laily, 2019) the results of the study stated that work fatigue has a positive and significant effect on employee performance. Then research (Fauzi & Rachmawati, 2021) which states that work fatigue has a positive and significant effect on employee performance.

CONCLUSION AND ADVICE

Conclusion

Based on the results of research and discussion, the following conclusions can be drawn:

1. Workload has a positive and significant effect on the performance of Majalengka Regency Puskesmas employees. This means that the more appropriate the workload given by the company to employees, the more it can improve employee performance.
2. Work stress has a negative and significant effect on the performance of Majalengka Regency Puskesmas employees. This means that the higher the work stress experienced by employees, it will reduce employee performance.
3. Work fatigue has a negative and significant effect on the performance of Majalengka Regency Puskesmas employees. This means that the higher the employee's work fatigue, the more it will reduce employee performance.

Suggestion

Based on the results of research and conclusions, the researchers provide the following suggestions:

1. The company is expected to be able to improve performance by paying better attention to employees. Providing workload in accordance with employee abilities, paying special attention to employee work stress agar can reduce the level of stress experienced by employees and pay attention to physical and mental conditions so that employees do not experience excessive fatigue.

2. Further research is expected to look at other factors that affect employee performance in addition to workload variables, work stress and work fatigueso that future research has better results and can expand the scope of research on the effect of workload, work stress and work fatigue on employee performance.

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