

HEALTH WORKERS' PERFORMANCE IN THE MIDST OF THE COVID-19 PANDEMIC

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Abstrak

Penelitian ini menguji pengaruh work-life balance, kesehatan dan keselamatan kerja, dan kepuasan kerja terhadap kinerja di tiga Puskesmas di Kabupaten Semarang. Jenis penelitian yang digunakan dalam penelitian ini adalah penelitian kuantitatif. Metode yang digunakan dalam penelitian ini adalah metode SEM-PLS dan software analitik SmartPLS yang meliputi kuesioner dengan 114 sampel. Instrumen penelitian merupakan bagian dari metode SEM-PLS dan perangkat lunak SmartPLS. Temuan penelitian menunjukkan bahwa sementara hubungan keseimbangan kehidupan kerja pada kinerja dapat dimediasi oleh kepuasan kerja, hubungan kesehatan dan keselamatan kerja pada kinerja tidak bisa. Akibatnya, keseimbangan kehidupan kerja dan kesehatan dan keselamatan kerja keduanya berdampak tidak langsung pada kinerja.

Kata kunci: Kesehatan dan keselamatan kerja, Keseimbangan kehidupan kerja, Kepuasan kerja, Kinerja

Abstract

This study examines the effect of work-life balance, occupational health and safety, and job satisfaction on performance in three public health centers in Semarang Regency. The type used in this research is quantitative research. The method used in this study is the SEM-PLS method and the SmartPLS analytical software which includes a questionnaire with 114 samples. The research instrument is part of the SEM-PLS method and SmartPLS software. The research findings indicate that while the relationship of work-life balance on performance may be mediated by job satisfaction, the relationship of occupational health and safety on performance cannot. As a result, work-life balance and occupational health and safety both have an indirect impact on performance.

Keywords : Job satisfaction; Occupational health and safety; Performance; Work-life balance;

1. Introduction

The World Health Organization (WHO) declared the coronavirus disease-2019 (Covid-19), which first appeared in the Chinese city of Wuhan on November 17, 2019, to be an epidemic on March 11, 2020 due to its rapid and easy spread and potentially fatal effects. The virus grew so quickly that it started to spread throughout Southeast Asia. As of now, 1,322,866 Indonesians have tested positive for Covid-19 as of February 26, 2021 (Raharjo DB & Aranditio S, n.d.)

In order to survive the Covid-19 epidemic, the government had to establish a number of measures, including lockdowns, forming new routines, promoting clean and healthy lifestyles, encouraging workers to work from home, restricting access to airplanes and limiting community movement, among others. Although many businesses are beginning to recruit individuals remotely, healthcare professionals are exempt from this trend. Health professionals are in the forefront of combating the Covid-19 epidemic; as a result, many of them continue to work while being exposed to the virus.

Public Health Center is a first-rate health facility and close to the community. So that research interviews were conducted on several health centers in Semarang Regency that have a high population and the number of exposures to Covid-19, namely in West Ungaran, Bergas, and Pringapus districts. Recorded on the corona.semarangkab.go.id website on Friday, April 23, 2021, namely the case of the spread of Covid-19 confirmed Covid-19 as many as 10,203 people, in West Ungaran district confirmed as many as 1,371 people, in

bergas district 1,007 people, and in Pringapus district as many as 594 people. From the results of the interview that Public Health Center experienced the same problem related to increased working hours that are 24 hours because when there is detection of Covid-19 there must be a representative from the Public Health Center who handle it. As well as increased tasks and restricted wiggle room.

Performance is described by (Ghonyah, N., 2011) as the outcome of work during a specific time period with a number of conditions, such as work standards and work goals. Performance issues are linked to issues with occupational health and safety, therefore focusing on these systems can help performance. Pringapus Health Center, one of the health facilities afflicted by Covid-19, experiences cases of occupational health and safety, necessitating the isolation of the facility and raising employee concerns as well as performance issues. As a result, research into occupational health and safety concerns affecting health workers is still intriguing. According to (Nowacki et al., 2020), providing staff with personal protection equipment in relation with the Covid-19 epidemic is advantageous for the business. However, according to (Ekowati & Amin, 2019) research, performance is unaffected by workplace health and safety.

Work-life balance must be taken into account in addition to occupational health and safety while enhancing performance. According to research by (Dousin et al., 2019) on professional nurses in Malaysia, the country's nursing industry is suffering from a labor shortage that forces nurses to work long hours under stressful conditions with little flexibility, negatively affecting their performance and job satisfaction. However, (Kim, 2014) found that work-life balance had no appreciable impact on productivity. The study by (Johari et al., 2018) shown, however, that work-life balance had an impact on performance. Since effective work-life balance practices may be used to enhance performance, it is crucial to comprehend the significance of work-life balance.

By examining the degree to which the link between work-life balance and occupational health and safety has an impact on performance, the research intends to solve concerns with performance. Some researchers utilize mediation factors as a remedy since there are still discrepancies in the findings of earlier investigations. According to study by (Mulyono, 2013), variables that impact job satisfaction operate as mediators in the link between occupational health and safety and performance, rather than having any effect on either. Similarly, research by (Rafsanjani et al., 2019) on work-life balance demonstrates that while it does not directly influence the connection, job satisfaction acts as a mediator and can thus have an impact. Therefore, work satisfaction was employed as a mediation variable in this study.

There has been a lot of research on the variables that influence performance. However, outside factors frequently alter in the organization and might have an impact on success. According to the findings of the researcher's interview with the health center, the Covid-19 epidemic significantly impacted excellent performance since it produced patient dread, health professionals' concerns, changing laws, limited leeway, and increased labor. There are disparities between the findings of this study and those of earlier studies, which makes it significant. Performance is one of the significant constructs that continues to get significant attention in the fields of organizational psychology and human resource management, according to (Johari et al., 2018). By merging factors from studies by (Adhika et al., 2020) and (Dousin et al., 2019), this study adds novelty.

HYPOTHESES DEVELOPMENT

Occupational Health and Safety on Job Satisfaction

According to (Kumar et al., 2014), can be broadly understood as the science of foreseeing, introducing, assessing, and regulating workplace dangers that may have an impact on employees' health and well-being. According to (Sembe, 2017), a person's job satisfaction is a result of a combination of cognitive (such as advantages, values, and sentiments about work), emotional (such as satisfaction with work pleasure and connection to work), and behavioral factors.

Workplace safety and health has a significant effect on the business. (Sembe, 2017) assert that a safe workplace will increase job satisfaction. The firm must then pay attention and perform oversight in relation to workplace health and safety. Job satisfaction will be impacted by supervision that pays attention to the needs of the employees (Gamal et al., 2018).

According to (Kularathna & Perera, 2017), the majority of employees quit their jobs because they are unhappy with their jobs and because of subpar occupational health and safety procedures. (Mardiana Yusuf et al., 2012) found that occupational health and safety can affect job satisfaction in addition to avoiding workplace accidents. The organization may improve employee satisfaction by focusing on occupational health and safety. then came to the following conclusion:

H1: Occupational health and safety have a significant effect on job satisfaction

Work Life Balance on Job Satisfaction

According to (Agha et al., 2017), maintaining a healthy work-life balance involves finding a comfortable equilibrium between family responsibilities and professional obligations. Accordingly, job satisfaction is a good attitude toward one's work that results from an evaluation of the working environment (Fahlevi et al., 2020)

According to (Haar, 2013) on the impacts of work-life balance, studies have shown that those who believe their professional and personal lives are in balance likely to be happier and healthier. Therefore, since there is a significant link between work-life balance and job satisfaction, according to (Shujat, 2011), businesses should implement policies and initiatives to address it.

Work-life balance has significant effects on how individuals feel about their jobs and about life in general (Rani et al., 2011). Work-life balance is defined by (Clark, 2000) as the degree of satisfaction a person has when they are able to coexist peacefully at work and at home. Work-life balance hence affects job satisfaction. The following assertion:

H2: Work-life balance has a significant effect on job satisfaction

Occupational Health and Safety on Performance

(Ekowati & Amin, 2019) assert that occupational health and safety (K3) depicts the physical and mental health of the workforce as a result of the workplace environment and services offered by the employer. According to (Rivai & Sagala, 2009) performance is the end result of an individual carrying out activities, such as work standards, targets or objectives, and criteria that have been decided upon and accepted in advance.

Good performance is therefore a step toward achieving personal objectives. Performance is therefore a key factor in reaching personal objectives, whether they be material or non-material or intended to satisfy bodily or spiritual demands (Ekowati & Amin, 2019). According to (Henry Simamora, 2019), the organization has performed human resource management duties by preserving employees' physical, mental, and attitudinal conditions so that they can continue to be productive and help the firm reach its objectives.

To boost productivity, employee performance, and corporate value, the organization must focus on occupational health and safety (OHS) for employees. It has been discovered through study by (Fernández-Muñiz et al., 2009) that effective management of occupational health and safety has an effect on all performance. This study's hypotheses are:

H3: Occupational health and safety have a significant effect on performance

Work Life Balance on Performance

According to (Daipuria & Kakar, 2013), finding a balance between work and life starts with feeling at ease making commitments to both your job and your family. Given that many employees struggle with meeting their personal, professional, and financial demands, work-life balance enables employees to feel as though the organization is paying attention to all the key elements of their lives (Widati, 2019). Employees will therefore struggle to strike a balance between work and personal life in the case of a personal disagreement.

As a result, businesses are urged to implement workplace rules that will enhance employee well-being and work-life balance, which will lead to higher levels of productivity and performance (Haar, 2013). According to (Johari et al., 2018), one of the significant constructs

that continues to receive significant attention is performance itself, both in the management of human resources and in the organizational psychology sector.

According to (Lucy Wambui et al., 2017), work-life balance is a crucial topic for both employees and companies. With results that are significant, some researchers have studied the relationship between work-life balance and performance (Dousin et al., 2019), (Soomro et al., 2018), (Widati, 2019). Companies must consider how employees combine their work and personal lives if they want to increase performance. Prospective workers like companies that uphold the idea of work-life balance, and these businesses will develop a reputation as desirable employers (Johari et al., 2018). The theory is:

H4: Work-life balance has a significant effect on performance

Job Satisfaction on Performance

High staff performance is essential for successful businesses to achieve their objectives (Shmailan, 2016). As a result, while developing rules, the corporation must take into account the requirements and desires of its workforce. According to (Schermerhorn, 2010), this affects whether or not employees have a favorable opinion of the business. These emotions will be correlated with the employee's degree of contentment.

An employee with a favorable attitude toward his or her job will have job satisfaction and be eager to commit to his or her firm, which will help to increase performance when a company evaluates performance using job satisfaction (Wu et al., 2013). According to (Parvin, 2011), job satisfaction is a measure of an individual's level of happiness at work.

According to (Valaei & Jiroudi, 2016) research, work happiness is positively correlated with productivity. The findings support those of a prior study by (Wright et al., 2007) that found a connection between work satisfaction and productivity. (Platis et al., 2015) claim that performance as a task is complicated and depends on work satisfaction under several circumstances that are difficult to predict. The impact of job happiness on performance was discovered.

H5: Job satisfaction has a significant effect on performance

Occupational Health and Safety on Performance through Job Satisfaction

Performance may be enhanced by implementing workplace health and safety measures. Because it incorporates components of integrated management, labor, circumstances, and work environment to decrease work accidents, according to (Adhika et al., 2020). In order to feel safe and comfortable, workers should receive occupational safety guarantees and health insurance that covers their physical, social, and psychological needs (Gamal et al., 2018). Occupational health and safety is also expected to increase worker performance.

(Gamal et al., 2018) research, however, demonstrates that there is no direct correlation between work satisfaction and performance and that job satisfaction can modify the association between job satisfaction and performance. The findings of the same study by (Perera, 2019) demonstrate that occupational health and safety guarantees in maintaining and improving employee health, as well as protecting the physical health of employees from the risks of accidents. This makes employees satisfied with their work, and improved job satisfaction will lead to improved performance. The following theory is thus:

H6: Occupational health and safety have a significant effect on performance through job satisfaction

Work-Life Balance on Performance through Job Satisfaction

(Widati, 2019) asserts that the company wants to continually pay attention to the performance of its employees in order to improve performance, by providing comfort to employees in order to foster a sense of comfort and enable them to work tirelessly, and by paying attention to the work-life balance of employees in order to keep them active in performing their duties and functions. The findings of (Widati, 2019) demonstrate that although work-life balance is not a direct factor in performance, it can have an impact through other factors related to job satisfaction.

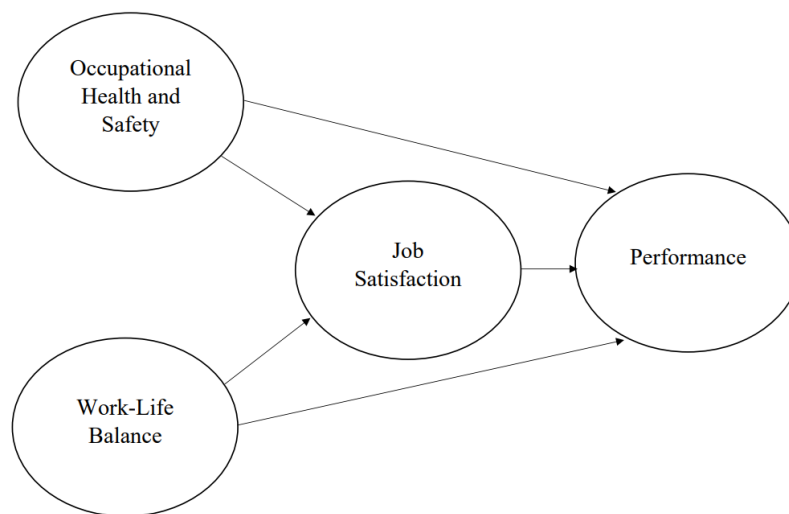
The impact of psychological well-being and satisfaction on links between work-life balance and worker performance was investigated by (Haider & Campus, 2018). The study

came to the conclusion that psychological health and job happiness might moderate the link between performance and work-life balance. Similar studies on the impact of work-life balance on performance were undertaken by (Rafsanjani et al., 2019), which found a weak but significant link between job satisfaction and performance and a work-life balance.

An employee's internal pleasure with his or her profession and work environment gives birth to the emotional state known as job satisfaction (Mullins, 2005). It has the potential to improve or deteriorate certain of the performance-related employee behavior characteristics. In other words, work-life balance and employee performance might alter depending on the value of job satisfaction (Soomro et al., 2018). Job satisfaction can thus have an impact on these two variables. As a result, the following is the study's final hypothesis:

H7: Work-life balance has a significant effect on performance through job satisfaction

From some of the development of hypotheses that have been spelled out, the following research models are found:



Picture 1. RESEARCH MODEL

2. Research Methods

The type used in this research is quantitative research. The population in this study were all health workers at the Semarang District Health Center, then those who were hospitalized and the proportion of the spread of Covid-19 was high or more by 1%. Therefore, 3 Community Health Centers were selected in Bergas District, West Ungaran District, and Pringapus District. Using a saturated sample, the sample in this study amounted to 114 respondents. Data collection was carried out through a questionnaire with a Likert scale of 1-5 which was given to health workers. Using the Partial Least Square (SEM-PLS) based construction modeling method using the SmartPLS 3 analysis tool.

3. Result and Discussions

Validity Test Result

There are two types: convergent validity and discriminant validity. The convergent validity test that has been done resulted in each indicator having an outer loading value above 0.5. According to (Narimawati, U., Sarwono, J., Affandi, A., & Sidik, 2020) convergent validity is acceptable if it has outer loading above 0.5. Therefore, the questionnaire in this study can be said to be valid (Solimun, 2017)

Furthermore, in the discriminant validity test that has been done, get the results of AVE (Average Variance Extracted) on each indicator greater than other indicators. An indicator is said to meet the validity of the discriminant, if the indicator is greater than its cross loading value (Solimun, 2017).

Reliability Test Result

(Narimawati, U., Sarwono, J., Affandi, A., & Sidik, 2020) state that a minimum value amount of 0.7 is required for reliability, with 0.8 or 0.9 being the optimal values. It also employs composite dependability, which is regarded to be the same as Cronbach's Alpha value, in addition to Cronbach's Alpha. The outcome of the reliability test is shown in table 1 below.

Table 1.
COMPOSITE RELIABILITY AND CRONBANCH'S ALPHA

Variable	Cronbach's Alpha	Composite Reliability	Keterangan
Occupational Health and Safety	0.956	0.961	Reliable
Work-Life Balance	0.937	0.941	Reliable
Job Satisfaction	0.948	0.950	Reliable
Performance	0.900	0.920	Reliable

Source: Processed Data (2021)

From the results in table 1, it can be concluded that the instrument is able to measure research variables consistently.

Collinearity Assessment at Construct Level

Commentarity assessment at the concept level is possible using VIF tolerance. This is done to make sure there isn't a collinearity issue at the concept level, i.e., to make sure there isn't a significant connection between constructs tested using the same criterion when compared to indications for cholinearity (Shrestha, 2020). Table 2 displays relevant VIF values for Inner Models.

Table 2.
VIF INNER MODEL VALUE

	Occupational health and safety	Work-Life Balance	Job Satisfaction	Performance
Occupational health and safety			1.064	1.089
Work-Life Balance			1.064	1.316
Job Satisfaction				1.239
Performance				

Source: Data processing using SmartPLS 3.0 (2021)

In table 2, it can be known that the value of VIF Inner Model in this study has a VALUE OF VIF < 5, so it can be concluded that 2 interrelated constructs do not have problems with collinearity.

Goodness of Fit (GoF) Index

The Goodness of Fit (GoF) Index is a test of the compatibility of observations with the frequency obtained, based on expected values (Apriyanti, 2021). The results of the Goodness of Fit Index calculations in this study, as follows:

$$\begin{aligned}
 \text{Goodness of Fit} &= \sqrt{AVE \times R^2} \\
 &= \sqrt{0.609 \times 0.32} \\
 &= \sqrt{0.195} \\
 &= 0.442
 \end{aligned}$$

From the calculation above, the value of the Goodness of Fit (GoF) Index in this study is 0.442. This shows, there is conformity in the results of observations with the frequency obtained based on the value of expectations.

Effect Size Result

Effect size analysis applies statistical techniques to the outcomes of evaluating the study hypothesis as a secondary integrative analysis (Agustin* et al., 2021). When the value of $f^2 > 0$, it indicates that the model's effect size on the latent variable is sufficient, according to the effect size provision. And if the calculated f^2 value is less than 0, the model's impact size on the latent variable is insufficient. The small, medium, and large parameters in f^2 are 0.02, 0.15, and 0.35 (Santosa, 2018).

Table 3.
EFFECT SIZE

Variabel	Effect Size
Occupational health and safety – job satisfaction	0.024
Occupational health and safety – performance	0.388
Work-life balance - job satisfaction	0.238
Work-life balance - performance	0.001
Job satisfaction - performance	0.333
Average	0.197

Based on table 3, the average effect size value obtained is 0.197. So that it shows that the result is included in the intermediate parameter and because it has a value of > 0 then, the model has a sufficient effect size on latent variables.

Q² Predictive Relevance

Predictive relevance analysis must be done in order to assess the value of the data produced by the research model. (Santosa, 2018) asserts that a model with a Q square value larger than 0 will show predictive relevance, but one with a Q square value less than 0 will show no predictive relevance.

Table 4.
PREDICTIVE RELEVANCE VALUE

Variable	SSE	SSO	Q ² = 1 – (SSE/SSO)
Job Satisfaction	1120.462	1254.0000	0.106
Performance	776.113	1026.0000	0.244
Average			0.175

Source: Data processing using SmartPLS 3.0 (2021)

Based on table 4, the analysis model has good predictive relevance because the endogenous construct in this study has a predictive relevance value greater than 0 i.e., by 0.106 in job satisfaction and by 0.244 in performance.

Coefficient of Determination (R²) Result

The value of the coefficient of determination, according to (Santosa, 2018), reveals the route model's predictive power and provides insight into how successfully the model is applied to the data gathered.

Table 5.
R-SQUARE VALUE (R²)

	R-Square (R ²)	R ² x 100%
Kepuasan kerja	0.193	19,3%
Kinerja	0.447	44,7%

Source: Data processing using SmartPLS 3.0 (2021)

According to table 5, the determination coefficient values for performance and work satisfaction are 44.7% and 19.3%, respectively. Work-life balance and occupational health and safety factors may explain 19.3% of the job satisfaction coefficient of determination, whereas the remaining 80.7% of the coefficient is explained by other factors. Variables related to working life balance and occupational health and safety may explain 44.7% of the performance coefficient of determination, while the remaining 55.3% is explained by factors not included in the model.

Hypothesis Test

If the result of the t-statistic is more than 1,645 (one tailed) with a significance rate of 5%, it is considered significant. Table 6 displays the path coefficients (inner models) for this investigation.

Table 6.
PATH COEFFICIENT DIRECT EFFECT TESTING

	Original Sample (O)	T-Statistic (O/STDEV)	P-Value	Information
X1 -> M	-0.144	0.744	0.457	No Significant
X2 -> M	0.452	4.128	0.000	Significant
X1 -> Y	0.484	4.172	0.000	Significant
X2 -> Y	-0.000	0.002	0.998	No Significant
M -> Y	0.478	5.131	0.000	Significant

Source: Data processing using SmartPLS 3.0 (2021)

With a parameter coefficient of -0.144 and significance of 0.744 1,645 (0.457 > 0.050), occupational health and safety does not significantly affect job satisfaction. This indicates that no matter how much occupational health and safety is implemented, workers' levels of job satisfaction may not necessarily rise. These findings support the conclusion that **H1 is rejected**.

Job satisfaction is significantly influenced by work-life balance, which has a parameter coefficient of 0.452 and a t-statistic of 4,128 > 1,645 (0,000 0,050). It may be inferred that the more work-life balance is practiced, the higher the likelihood that employees would be satisfied with their jobs. This shows that **H2 is approved**.

Performance was significantly impacted by occupational health and safety with a parameter coefficient value of 0.484 and a t-statistic of 4,172 > 1,645 (0,000 0,050). It may be inferred that the more work-life balance is utilized, the better the performance of employees will be. This shows that **H3 is approved**.

With parameter coefficient values of -0,000 and t-statistics of 0.002 1,645 (0.998 > 0.050), work-life balance had no discernible impact on performance. It may be inferred that the higher the work-life balance implemented, the less likely it is to boost employees' productivity. This suggests that **H4 is rejected**.

Performance is significantly impacted by job satisfaction, which has a parameter coefficient value of 0.478 and a t-statistic of 5,131 > 1,645 (0.000 0.050). Therefore, it may be inferred that the more job satisfaction is used, the better the performance of employees would be. This shows that **H5 is approved**.

Table 7.
PATH COEFFICIENT INDIRECT EFFECT

	Original Sample (O)	T-Statistic (O/STDEV)	P-Value	Information
X1 -> M -> Y	-0.069	0.640	0.552	No Significant
X2 -> M -> Y	0.216	3.039	0.002	Significant

Source: Data processing using SmartPLS 3.0 (2021)

With a parameter coefficient value of -0.069, a t-statistic of 0.640 1,645 (0.552 > 0.050), and no statistically significant impact on performance via work satisfaction, occupational health and safety had no influence on performance. These findings demonstrate that improving the performance of health professionals does not always come

from the implementation of occupational health and safety in jobs driven by job satisfaction criteria. Therefore, **H6 is disproved** since work satisfaction is unable to moderate the effect of occupational health and safety on performance.

With a parameter coefficient value of 0.216 and a t-statistic value of $3,039 > 1,645$ (0.002 0.050), work-life balance significantly affects performance through job satisfaction. These findings therefore demonstrate that work-life balance can improve health workers' performance in jobs driven by work satisfaction criteria. The conclusion that job happiness has the capacity to moderate the impact of work-life balance on performance leads to the **acceptance of H7.**

Discussion

Effect of Occupational Health and Safety on Job Satisfaction

Occupational health and safety is not able to bring about better changes in increasing job satisfaction, meaning that the higher the level of occupational health and safety that is applied, it does not necessarily increase the level of job satisfaction of workers. This indicates that the health workers have had enough, the attention of the puskesmas on occupational health and safety at the puskesmas is already a normal thing such as ventilation, availability of safety systems, precautions for accidents, protective clothing, illumination, health checks, waste disposal systems, safety measures for fires, and other welfare facilities have been provided very well and are not a requirement that must be given great attention. so it does not have a significant impact on job satisfaction. The results of this study are supported by research conducted by (Aini, 2020) which states that occupational health and safety has no significant effect on job satisfaction. According to (Aini, 2020) there are many extrinsic factors that influence employee dissatisfaction including supervision, employee benefits, company policies, and working conditions.

Effect of work-life balance on job satisfaction

Work-life balance is proven to be able to provide better changes in increasing employee job satisfaction, meaning that the more employees have work-life balance, the tendency of employees to feel satisfied with their work will increase. Indicates that health workers are very concerned about work-life balance. During a pandemic, health workers are required to work more, making it difficult for them to pay attention to or balance work and personal needs. Therefore, health workers are able to balance work and personal life outside of work such as the impact of work on personal life, the impact of personal life on work, and improving personal and work life can make them feel satisfied. As well as producing work-life balance can increase job satisfaction. The results of this study are supported by research conducted by (Fahlevi et al., 2020) which states that work-life balance has a significant effect on job satisfaction.

Effect of occupational health and safety on performance

Occupational health and safety is able to bring good changes for employees to want to give their best performance, it can be interpreted that the higher the level of employee health and safety, the higher the tendency of employees to give their best performance. It can indicate that the attention of the health center to the health and safety of health workers can improve their performance. As the forefront, health workers must be able to maintain their body condition, because the spike in Covid-19 cases in July 2021 has made many health workers feel anxious and experience dropping. Attention to occupational health and safety, although it does not have a significant effect on job satisfaction, can have a significant effect on the performance of health workers. The puskesmas has issued many regulations so that conditions are maintained and can improve performance, one of which is by increasing consistent health checks. The results of this study are supported by research conducted by (Gopang et al., 2017) which states that occupational health and safety has a significant effect on performance.

The Effect of Work-Life Balance on Performance

In the results of testing the relationship between work-life balance and performance. Then the original sample and t-statistic values are obtained, showing that work-life balance has no significant effect on performance with a significance value of $0.002 < 1.645$. It can mean that

work-life balance cannot improve the performance of health workers. So it can be concluded that H4 is rejected. Rejecting H4 may indicate that the work-life balance of health workers cannot directly improve their performance. This shows that the work-life balance of health workers at the puskesmas which is characterized by the impact of work on personal life, the impact of personal life on work, and an increase in the balance of work and personal life has not been able to increase performance, 0% increase in performance through work-life balance. The results of this study are supported by research conducted by (Kim, 2014) which states that work-life balance does not have a significant effect on performance. According to (Kim, 2014) employees tend to value organizational goals more than personal goals, they don't want harmony and unity in the organization to be disrupted due to personal problems, and 88% of respondents have less perception and interest in work-life balance.

The Effect of Job Satisfaction on Performance

Job satisfaction is able to provide good changes in increasing employee behavior to want to give the best performance that can be given, which means that the higher the job satisfaction felt by employees, the employee is able to control his behavior to want to give the best performance for the progress of the organization. Indicates that job satisfaction in health workers can improve performance significantly. This shows that the job satisfaction of health workers at the puskesmas which is marked by happiness at work, a feeling of comfort at work, opportunities for advancement, fair components, and self-efficacy can increase performance by 47.8%. Job satisfaction can significantly affect performance. The results of this study are supported by research conducted by (Cogburn et al., 2014) which states that job satisfaction has a significant effect on performance.

The Influence of Occupational Health and Safety on Performance through Job Satisfaction

Based on the results of calculations and testing the hypothesis of occupational health and safety on performance through job satisfaction. With the original sample value and t-statistic, it shows that occupational health and safety has no significant effect on performance through job satisfaction, with a significance value of $0.640 < 1.645$. It can mean that occupational health and safety which is driven by job satisfaction has not been able to improve performance significantly. So it can be concluded that H6 is rejected. Rejection of H6 may indicate that occupational health and safety for health workers has no impact on job satisfaction to improve performance significantly. The test results on H3 show that occupational health and safety has a significant effect on performance, but at H6 the results are rejected, so occupational health and safety can have a significant effect directly on performance and not through job satisfaction. The results of this study are not in accordance with the research conducted by (Adhika et al., 2020) which states that occupational health and safety has a significant effect on performance through job satisfaction. However, this research is supported by research conducted by (Dwi Lestari et al., 2021) which states that job satisfaction cannot mediate the effect of occupational health and safety on performance. Occupational health and safety has become a natural thing if it is paid close attention to the puskesmas, so it pays little attention to occupational health and safety factors that can affect job satisfaction.

Effect of work-life balance on performance through job satisfaction

Furthermore, based on the results of calculations and testing the work-life balance hypothesis on performance through job satisfaction, with the original sample value and t-statistic, it shows that work-life balance has a significant effect on performance through job satisfaction, with a significance value of $3.039 > 1.645$. It can mean that work-life balance driven by job satisfaction can increase performance significantly by 21.6%. So it can be concluded that H7 is accepted. Acceptance of H7 may indicate that the work-life balance of health workers has an impact on job satisfaction to improve performance significantly. The test results on H4 show that work-life balance has no significant effect on performance, but at H7 the results are accepted, so occupational health and safety on performance can have a significant effect through job satisfaction. The results of this study are in accordance with

research conducted by (Dousin et al., 2019) which states that work-life balance has a significant effect on performance through job satisfaction.

4. Conclusions

It was discovered in research on "The Effect of Occupational Health and Safety, and Work Life Balance on Performance with Job Satisfaction as a Mediation Variable" that occupational health and safety may affect performance directly without the need for mediation factors. Performance cannot be directly influenced by work-life balance; instead, job satisfaction must function as a mediator.

Results from this study were inconsistent. In order to create factors in future study that can mitigate the effects of work-life balance and occupational health and safety on performance. Due to the researchers' constraints, a bigger sample size will be needed to confirm the study's findings.

Work-life balance and occupational health and safety factors that affected performance were used in the study. As a result, it is anticipated that future study will examine additional factors including pay, leadership, and others that may have an impact on performance. Future study should deepen the theoretical underpinnings of the impact of work-life balance, occupational health and safety, and these factors on performance.

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