

Determination of leadership style, discipline and work environment on employee performance through employee job satisfaction at the Bintan District Health Center

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Abstract

Purpose: This study aimed to determine and analyze the determinants of leadership style, discipline, and work environment on employee performance through employee job satisfaction at the Bintan Regency Community Health Center.

Research Methodology: This type of research uses associative causality design. Data were collected using a questionnaire that was distributed to 236 respondents. Statistical data analysis uses structural equation modeling partial least squares (SEM-PLS) and analysis paths to test relationship patterns that reveal the influence of variables on other variables, both direct and indirect.

Results: The research results show that Leadership Style directly has a positive and significant effect on Performance with P-Values of $0.041 < 0.05$. Direct discipline had a positive and significant effect on performance, with P-values of $0.002 < 0.05$. The work Environment has a positive and significant effect on Performance with P-Values of $0.004 < 0.05$. Job Satisfaction has a positive and significant direct effect on Performance with P-Values of $0.006 < 0.05$. Leadership Style has a positive but not significant effect on Job Satisfaction with P-Values of $0.065 > 0.05$. Discipline directly had a positive and significant effect on Job Satisfaction with P-Values of $0.003 < 0.05$. The work Environment directly has a positive and significant effect on Job Satisfaction with P-Values of $0.010 < 0.05$. Job Satisfaction did not mediate the influence of Leadership Style on performance, with a p-value of $0.553 > 0.05$. The mediating effect of Discipline Job Satisfaction on performance had a p-value of $0.003 < 0.05$. The mediating effect of Work Environment Job Satisfaction on performance had a p-value of $0.023 < 0.05$.

Keywords: *Leadership Style, Discipline, Work Environment, Performance, Job Satisfaction*

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1. Introduction

In general, human Resources have the potential to be the main capital and the most important part in achieving the company's goals to support the productivity of a company or organization to run and survive under current conditions. Therefore, organizations must be very serious in making decisions and rules so that the performance of the resulting Human Resources can be optimal.

The survival of an organization is highly determined by how the organization adapts to changes in the world that are currently taking place. Human Resources with superior performance are the main asset of the organization and play an important role as a resource for spurring productivity, innovation, and creativity in achieving organizational goals. An organization will not run well without humans as the

driving force of the organization. A high level of competition and increasing organizational challenges also require an organization to optimize its Human Resources because of the strong influence of Human Resources on the effectiveness and efficiency of the organization. The better the quality of Human Resources owned by the organization, the better its development.

The quality of Human Resources greatly determines the success of the implementation of a public organization in achieving its goals. Improving the quality of Human Resources is necessary so that all employees, including leaders, have good attitudes and behaviors, so that they can provide the best service to the community effectively and efficiently. In achieving maximum employee performance, leaders are able to move, guide, direct, and motivate employees to be more accomplished and work optimally. A leader can serve as a role model for the subordinates. The ability and skills of a leader to mobilize organizational members are the most important factors in the effectiveness of a leader.

Leadership Style has a central role in organizational life. To achieve a common goal, a group of people in an organization must foster togetherness and follow the control of their leaders. Thus, differences in desires, wills, feelings, needs, and others are brought together to be moved in the same direction. A fairly heavy challenge that a leader often faces is how to mobilize subordinates to be willing to do their best for the benefit of their group or organization. Many nowadays find a leader who abuses his power absolutely by giving orders to subordinates without paying attention to the circumstances, causes and effects and conditions that occur. Of course, this will create an inharmonious relationship between leaders and subordinates. A leader must be an example of his subordinates, especially in terms of discipline.

Work discipline is useful for teaching employees to obey organizational rules, procedures, and policies to improve their performance. In an organization, work discipline is necessary, especially in terms of motivating employees to discipline themselves in the implementation of work, both individually and in groups. A discipline can be interpreted as an employee's willingness to comply with the rules set in the organization with full responsibility. The work discipline of an employee is not only seen from attendance, but can also be judged from the employee's attitude at work. Employees with good work discipline will continue to work well, even without being supervised by their superiors. In addition, during working hours, employees will not steal their working time to do other things that have nothing to do with work. In addition, employees always obey rules in a work environment with high awareness without any sense of coercion. Employees with low work discipline are the opposite of those with good work discipline. For organizations, the existence of work discipline will ensure the maintenance of order and smooth implementation of tasks, so that optimal results are obtained.

Employee performance is related to environmental conditions in the company because a comfortable work environment plays a role in employee duties, conditions, and work results. Comfortable environmental conditions increase employees' enthusiasm for doing their work. A satisfactory work environment for employees at work has a positive influence on employees in completing tasks on time and producing good performance, so the existing work environment is able to make employees feel comfortable and calm at work.

A comfortable work environment can help improve employee performance because employees are able to complete work in accordance with the time standards set by the company. An uncomfortable environment will result in employees being less able to complete their work on time. This is where the importance of the role of the work environment in an organization lies. Employees will have a pleasant working atmosphere so that they will increase their work enthusiasm so that they are satisfied with their work. Job satisfaction is also closely related to employee performance. Employees' job satisfaction can decrease or improve their job performance. Employees who are satisfied with the work obtained will be motivated to improve their performance to improve the overall performance of the company.

Job satisfaction is one of the most important factors for obtaining optimal work results. Job satisfaction reflects employees' attitudes towards their work. Thus, people with a high level of satisfaction show a

positive attitude, whereas a dissatisfied person shows a negative attitude towards their work. When employees feel satisfied at work, there is an optimal effort to complete their work tasks with all their abilities. This will greatly affect the performance of employees, which will automatically affect the success of an organization.

The Bintan Regency Government, in achieving its goal of prospering the community, always tries to make improvements in providing public services. The high level of public awareness today encourages the government to always make changes in a good direction to improve the quality of public services to the community, especially in the health sector. One form of government effort to provide health services in the community is the availability of health facilities in every region, such as health centers. The Community Health Center (Puskesmas) is a health service facility in Indonesia that aims to organize public health efforts and first-level individual care.

The effectiveness of the leadership style is required to be able to face uncertain environmental changes, where frequent changes of leaders in the Puskesmas will cause repetition of the new adaptation process, which will hamper the ability to move subordinates. In addition to the mismatch of competencies possessed by the head of the Health Center, leaders tend to find it difficult to make decisions. In all Puskesmas in Bintan Regency, almost all of the achievements of the Employee Performance Predicate "GOOD" and the Work Behavior Rating "ACCORDING to EXPECTATIONS". This can be caused by the less optimal performance assessment process, which is in accordance with the results of interviews conducted with Puskesmas employees that the implementation of the SKP-based civil servant performance assessment policy is not fully in accordance with regulations; there are still employees who consider performance appraisals to be only a formality and are not fully supported by the leadership; the socialization carried out is still minimal because there is a lack of support for competent human resources; In addition, work behavior is difficult to do because there is no value listed but only a narrative or response from leaders and colleagues.

Based on the background and description above, the author is interested in conducting further research by conducting research with the title "**Determination Of Leadership Style, Discipline And Work Environment On Employee Performance Through Employee Job Satisfaction At The Bintan District Health Center.**"

2. Literature Review

2.1 Leadership Style

According to Dionysopoulou (2020), leadership style is a leader's behavior pattern in influencing his followers, the definition of leadership style is dynamic, and leadership style can change depending on the followers and the situation. Bora, Faggidae, and Faggidae (2023) stated that leadership style is a behavior or method chosen and used by leaders to influence the thoughts, attitudes, and behaviors of members of their subordinate organizations. P. and Hasibuan (2017) argues that leadership style is a way for a leader to influence subordinates that aims to encourage high employee enthusiasm, job satisfaction, and productivity in order to achieve maximum company goals. Nurullah et al. (2024) said that leadership style represents the philosophy, skills and attitudes of leaders in politics. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve specific goals

According to Hersey and Blanchart (SUNYOTO, 2015), "Leadership Style is any time someone tries to influence the behavior of a person or group, the effort to influence this behavior aims to achieve individual goals, the goals of friends, or together with organizational goals that may be the same or different". In other words, Leadership Style is defined as a series of structuring activities in the form of the ability to influence the behavior of others in certain situations, so that they are willing to work together to achieve the goals that have been set.

2.2 Definition of Discipline

Discipline is an attitude, behavior and deed that is in accordance with company regulations, both written and unwritten. The regulations in question include attendance, slow entry, and early departure of employees. Thus, this is an employee discipline attitude that must be addressed properly by the organization. Discipline can create individuals who can understand and distinguish between things that should be done, things that must be done, or things that should be prohibited. For individuals who are disciplined, every attitude or behavior that is carried out is not a problem but will instead become a burden if they are not disciplined. This is because the values of obedience are attached to disciplined individuals. Essentially, the value of discipline that is established in humans comes from the consciousness of the individual himself.

According to Keith Davis in A. P. Mangkunegara states that discipline is the implementation of management to strengthen organizational guidelines. According to records in the Great Dictionary of the Indonesian Language (KBBI), discipline is obedience to existing rules, and discipline means obeying rules as well as discipline that includes all things related to discipline. Many interpret discipline as if an employee always comes home on time. This opinion is only demanded by the organization. Therefore, according to P and Hasibuan, discipline can be interpreted as written and unwritten behavior. According to Alex S. Nitisemita (2016; 199): "Work discipline is an attitude, behavior and deeds that are in accordance with the company's regulations, both written and unwritten". According to Prajudi Atmosudirjo in Eton, Sunday, and Nkamusiima (2023), the work discipline is obedience to an institution or organization and everything that is a provision without using feelings, only based on conversion and awareness that without such obedience everything that is a provision in the organization's goals is not achieved". In the work discipline, it is necessary to have the ability to live the rules, norms, laws, and regulations that apply so that they will consciously implement and obey them. In the work discipline, the main factor is the awareness and conversion of the rules or provisions that apply to the company. Discipline refers to the desire and awareness to obey organizational regulations and social norms. Therefore, discipline is an important means to achieve goals, and discipline coaching is a very important part of management in an organization.

2.3 Definition of work environment

The work environment of a company is important for management to pay attention to. Even though the work environment does not carry out the production process in a company, it has a direct influence on employees who carry out the production process. The work environment is an atmosphere in which employees perform their daily activities. A conducive work environment provides a sense of security and allows employees to work optimally. If the employee likes the work environment in which he works, then the employee will feel at home in his workplace and carry out his activities so that working time is used effectively. However, an inadequate work environment can reduce employees' performance. Some experts have defined the work environment as follows.

According to Nitisemito (2016), the work environment is everything that exists around the employee and can affect the carrying out of the tasks entrusted to him, such as with air conditioners (AC) and adequate lighting. The work environment is something that exists in the environment of workers who can influence themselves in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and adequacy of work equipment. Isyandi (2014) Meanwhile, according to Jao, Mardiana, Holly, and Chandra (2021), the work environment is an environment where employees do their daily work. From the definitions above, it can be concluded that the work environment is everything that exists around the workers/employees that can affect the job satisfaction of employees in carrying out their work, so that maximum work results will be obtained. In the work environment, there are work facilities that support employees in completing tasks imposed on them to improve their work in a company.

2.4 Employee Performance

Stephen P. Robbins and Coulter (2016) the level of employee performance depends on both factors, namely the ability of the employee himself, such as the level of education, knowledge, experience, where with a higher level of ability will have higher performance. According to A. P. Mangkunegara found th inat(2017), employee performasnce irecththe the lt of quality and quantity of achieved by employees in carrying ouththeirut his duties in accordance witresponsibility assigned to themto him. Therefore, it can be concluded that HR performance is work achievement, or work output, both quality and quantity achieved by HR per unit of time in carrying out their work duties in accordance with the responsibilities given to them. According to Sutrisno (2016), performance is the result of work that can be achieved by individuals or a group of people in an organization in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not in violation of the law, and in accordance with morals and ethics.

According to Sulistiyani and Rosidah (2016), performance is a record of outcomes resulting from certain employee functions or activities carried out over a certain period of time. The performance of a position as a whole is equal to the number (average) of the performance of employee functions or activities carried out. Performance is also interpreted in another way by Hasibuan (2017:94), who states that performance is a result of work achieved by a person in carrying out the tasks assigned to him, which is based on skill, experience, seriousness, and time. With improvements in performance, employees will be able to monitor the company to achieve its goals and provide good service to the community effectively and efficiently.

2.5 Definition of Job Satisfaction

In accordance with their nature, human needs are very diverse, both in type and level; even humans have needs that tend to be infinite. Human needs are defined as everything they want to have, achieve, and enjoy. Therefore, humans are encouraged to engage in activities called work. Job satisfaction is employees' attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters related to physical and psychological factors. This attitude towards work is the result of a number of individual special attitudes towards factors in work, individual self-adjustment, and individual social relationships outside of work to give rise to individual general attitudes towards the work they face.

According to Locke, job satisfaction is a pleasant feeling that comes from a person's perception of how well their job provides more important things (Luthans & Doh, 2014). Locke also defines job satisfaction as a result of an individual's estimate of a job or experience that is positive and pleasing to him (Aditia, Dharma, & Nur, 2022). Job satisfaction is a comfortable or positive emotional state that is felt from the assessment of the job or from the work experience, based on Locke's opinion (Luthans & Doh, 2014). Job satisfaction can be reviewed from several theoretical points of view, namely situational theory, in which job satisfaction is the result of work experience or other aspects of the environment. Dispositional theory: Job satisfaction is influenced by a person's personality. Interactive theory, job satisfaction comes from the interaction between situational factors and personality

Based on these definitions, job satisfaction can be interpreted as a person's feelings about their work, which are pleasant or unpleasant, and involve aspects of their work. Job satisfaction concerns a person's attitude towards the environment in which he works, which is positive about work in accordance with the assessment of each worker.

2.6 Framework of Thought

The framework of this study is as follows.

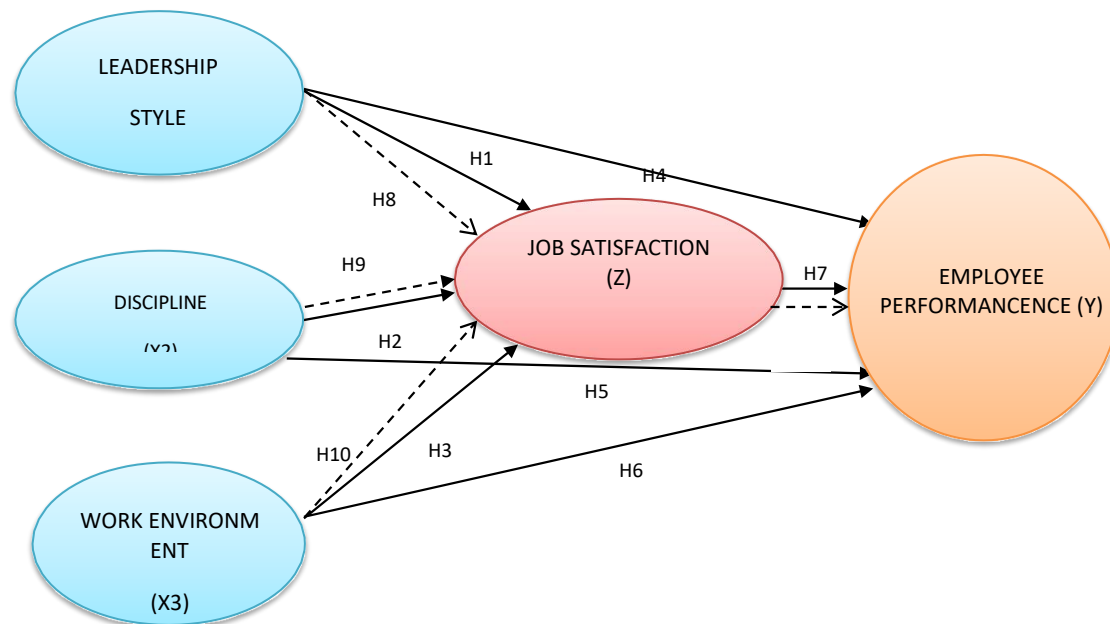


Figure 1. Framework of Thought

2.7 Research Hypothesis

2.7.1 Relationship of Leadership Style and Job Satisfaction

Manpower planning must be taken into account so that it does not have an impact on a high leadership style that can result in a decrease in the quality of employee performance. A poorly designed work system can lead to subjective complaints, heavy leadership styles, ineffectiveness, and inefficiencies, which, in turn, can lead to job dissatisfaction, resulting in decreased work productivity or performance. To achieve its goals, an organization must be supported by maximum input. One of these is employee job satisfaction, which is believed to have a positive impact on job continuity. An employee will be motivated to achieve his job satisfaction factor in the form of an award from the company in accordance with his expectations.

According to Thalib, Kumadji, Edis, and Saikim (2023) stated that a disproportionate leadership style will have a negative impact, namely employee dissatisfaction with their work. The results of the research by Baron (2024) suggest that leadership style has a negative and significant effect on job satisfaction. Another study by Tamirat (2023) suggested that leadership style has a negative and significant effect on job satisfaction. Meanwhile, Campanilla and Mendoza (2024) also stated that leadership style has a negative and significant effect on job satisfaction. This means that the existence of a good leadership style affects employee productivity so that employees feel satisfied with their work. H1: The relationship between leadership style and job satisfaction

2.7.2 Relationship between Discipline and Job Satisfaction

Work discipline is a factor that can be influenced by a person's job satisfaction, research conducted by Abrigo et al. (2024) revealed that with high work discipline from employees, they will be able to feel the results of the work that has been pursued, and will be able to feel satisfaction at work. Dissatisfied employees do not have to plan to miss work, but are more willing to react to the opportunity to do so. All invalid possibilities can be reduced by providing incentives that encourage employees to enter work (Khan & Hossain, 2021).

H2: The Relationship of Discipline to Job Satisfaction

2.7.3 Relationship between Work Environment and Job Satisfaction

As stated by Nitisemito, the work environment is everything that exists around the worker and can affect them in carrying out the duties assigned to them. The work environment factor influences the work done by employees, so the company needs to provide a good and positive work environment. Robbins and Judge (2012) states that, "one of the factors that drives job satisfaction is supportive working conditions." Employees care about a good work environment for personal comfort and make it easier to perform their tasks. Workers or employees need a good work environment, in addition to comfort, as well as a supporting factor in carrying out their work. Workers tend to prefer a comfortable and non-hazardous work environment, clean and have good and complete facilities, and adequate equipment. This can cause a sense of satisfaction in the worker because they feel that there are many factors that support them in their work.

H3: The Relationship between the Work Environment and Job Satisfaction

2.7.4 Relationship of Leadership Style and Performance

Leadership Style is a way owned by a person in influencing a group of people or subordinates to work together and make efforts with enthusiasm and confidence to achieve the goals that have been set. The success of an organization, both as a whole and in various groups in a particular organization, depends on the effectiveness of the Leadership Style contained in the organization in question. It can be said that the quality of the Leadership Style in an organization plays a dominant role in the success of the organization in carrying out its various activities, especially in the performance of its employees. Leaders in the organization must have advantages compared to their subordinates, namely, employees in the organization concerned, so that they can show their subordinates to move, be active, and have high effort to achieve the goals that have been set. However, just mobilizing all employees is not enough, so there needs to be encouragement so that the employees have a great interest in their work. On this basis, as long as the leader's attention is directed toward his subordinates, the performance of his employees will be high. The results of research by Shukla, Prasad, and Itam (2021) and Putri, Widajantie, and Wilasittha (2024) prove that there is a positive relationship between Leadership Style and employee performance.

H4: The relationship between leadership style and employee performance

2.7.5 Relationship between Discipline and Performance

Work discipline is a benchmark for assessing work performance. People who are able to show a disciplined attitude at work tend to be meticulous and have great responsibility for the tasks for which they are responsible. The lightness of a task that is the responsibility of workers is viewed or addressed differently from other workers; this depends on each individual viewing the work. Greater awareness of these duties and responsibilities will give rise to work disciplines. Workers who can overcome all work-related problems tend to be more able to complete tasks on time. This reflects a high level of work discipline (M. Mangkunegara & Hasibuan, 2000). Good discipline from employees shows that a company can maintain the loyalty and quality of its employees. In addition, by knowing the work discipline of employees, their performance value will also be known. This is because work discipline and employee performance are related, as explained by Anoke, Okafor, and Onu (2023) who stated that "work discipline is positively associated with employee performance, because with discipline the leader can implement an action so that the set work standards can be complied with by employees".

H5: The Relationship of Discipline to Employee Performance

2.7.6 Relationship between Work Environment and Performance

Many factors can improve employee performance, including creating a conducive work environment, high work discipline, and leadership support. A conducive work environment includes the creation of a good relationship between superiors and subordinates, the existence of a physical work environment that includes the size of the workspace, lighting, air temperature, color, noise control, cleanliness, and availability of equipment in accordance with applicable rules. If the work environment is not conducive, it will cause dissatisfaction and discomfort for employees, ultimately reducing the level of employee performance.

H6: The Relationship of the Work Environment to Employee Performance

2.7.7 The Relationship between Job Satisfaction and Performance

Job satisfaction received and felt by an employee affects the results obtained from his work. By obtaining job satisfaction from employees, whether by giving appropriate salaries, jobs given in accordance with their skills, and relationships with superiors are well established, which will improve the performance of employees (Luthans & Doh, 2014). With the acquisition of employee job satisfaction, employee performance will increase because employees feel cared for by the company, so there is an influence between employees and the company; that is, employees will be satisfied with job satisfaction and the company will get high performance from its employees.

This is in accordance with the opinion of Stephen, Robbins, and Judge (2016), who stated that "performance is the level of efficiency, effectiveness, and innovation in achieving goals by management and divisions in the organization. Performance is said to be good and successful if the desired goals can be achieved. Performance is also seen as a function of the interaction between ability, motivation, and opportunity, so that a person's performance is affected by job satisfaction." Several studies have shown that job satisfaction affects employees' performance. In a study conducted by I Wayan Juniantara and I Gede Riana titled *The Influence of Motivation and Job Satisfaction on the Performance of Cooperative Employees in Denpasar*, research shows that job satisfaction has a positive and significant effect on the performance of cooperative employees.

H7: The Relationship between Job Satisfaction and Employee Performance

2.7.8 The Relationship of Leadership Style to Performance Through Job Satisfaction

According to Robbins and Judge (2013), job satisfaction is defined as a positive feeling about a person's job, which is the result of an evaluation of their characteristics. The results of research conducted by Suhera and Nasiatin (2023) which researched on employees of PT. The Perkebunan Nusantara IV (Persero) Medan questionnaire was used for the data collection. Revealing that Leadership Style can improve employee performance through job satisfaction in PT. Perkebunan Nusantara IV (Persero) Medan, where the leader gives work morale, gives advice, motivates the development of skills, approaches to work rules and procedures, and gives reprimands and praise to employees so that employees feel satisfied with the attitude of the leadership and be satisfied with what they receive so that they will be more active in doing their work, thus increasing employee performance.

H8: The Relationship of Leadership Style to Employee Performance with Job Satisfaction as an Intervening Variable

2.7.9 The Relationship Between Discipline and Performance Through Job Satisfaction

The results of George's (2021) research prove that job satisfaction can be an intervening variable of work discipline in employee performance. The results indicate that, if the level of performance is to be increased, job satisfaction must be increased as an intermediary between discipline and employee performance. According to Rahman and Shanjabin (2022), work discipline on written and unwritten regulations is very important for the running of an organization to achieve goals; realizing these goals cannot be separated from employee job satisfaction. The results of this study support the research conducted by Anoke et al. (2023) and show that work discipline affects employee performance through job satisfaction, which can improve organizational performance.

H9: The Relationship between Discipline and Employee Performance with Job Satisfaction as an Intervening Variable

2.7.10 The Relationship of Work Environment to Performance Through Job Satisfaction

The work environment through employee job satisfaction with employee performance, it can be known that the work environment provided with various kinds of work facilities, employees will feel very helped in doing their work activities, employees who work will be faster in working, such as doing correspondence activities, administrative order, recording, student grade recapitulation, accessing the Internet, and so on; employees can do it faster with the help of computers and printing tools as well as the Internet provided; employees will feel helped in doing the tasks that are available and have been accounted for so that existing employees will not delay in carrying out the tasks that have been entrusted

to them.

The relationship between employees and other employees, as well as the relationship between superiors and subordinates, in communication in the work environment is carried out formally and informally with good and polite language, providing a sense of comfort at work, so that the activities of employees who work in carrying out their work duties can be carried out properly and are family in nature, which will increase enthusiasm at work. Chinyamunjiko, Makudza, and Mandongwe (2022) stated that work environment has a significant influence on performance through job satisfaction.

H10: The relationship between work environment, employee performance, and job satisfaction as intervening variables.

3. Research Methodology

3.1 Research Object

The subjects of the study were Civil Servants (PNS) at the Bintan Regency Health Center. The population unit of this study is civil servants at the Bintan Regency Health Center as many as 574 (five hundred and seventy-four) people. A purposive sampling technique was used in this study. Purposive sampling is a sample-determination technique with certain considerations (Sugiyono, 2019). The determination of the sample in this study uses the characteristic of not being the highest leader (Head of the Health Center).

This study included civil servants at 15 Bintan Regency Health Centers. The sampling technique used in this study was a non-probability sampling method with a purposive sampling approach. With the provision that the respondents are not the highest leaders (Head of the Health Center). Thus, 236 respondents were included in the study. The data on the characteristics of the respondents are shown in Table 1.

Table 1. Characteristics of Respondents

| No | Category | | Sum | Percentage |
|----|----------------|------------------------|-----|------------|
| 1. | Gender | Man | 121 | 46% |
| | | Woman | 142 | 54% |
| 2. | Age | 20 Years – 30 Years | 64 | 24% |
| | | 31 Years – 40 Years | 136 | 52% |
| | | 41 Years – 50 Years | 52 | 20% |
| | | Above 50 Years | 11 | 4% |
| 3. | Last Education | SMA | 17 | 6% |
| | | Diploma (D1 / D2 / D3) | 55 | 21% |
| | | Bachelor (S1) | 152 | 58% |
| | | Masters (S2) | 39 | 15% |
| | | Doctorate (S3) | 0 | 0% |
| 4. | Position | Echelon IV | 120 | 46% |
| | | Staff | 143 | 54% |

Source : Primary Data Processed, 2024

3.2 Variable Operational Definition

The operationalization of the variables in this study is shown in the following table:

Table 2. Variable Operational Definition

| Variable | Definition | Indicators | Scale |
|-----------------------|--|---|------------|
| Leadership style (X1) | According to Stephen P. Robbins in Fahmi (2016) said that Leadership Style is the ability to influence a group in the direction of the achievement of goals. | According to Sari and Putra (2019) leadership style has indicators: 1. Decision-making skills 2. Ability to motivate 3. Communication skills 4. Ability Handling subordinates 5. Ability to control emotions | Likert 1-5 |
| Discipline (X2) | According to Keith Davis in Mangkunegara (2015) Discipline is as Management Implementation to strengthen the organization's guidelines. | According to Rivai (2018) work discipline has several indicators, namely: 1. Presence 2. Compliance with work rules 3. Adherence to work standards 4. High alert level 5. Work Ethically | Likert 1-5 |
| Work Environment (X3) | According to (Nitisemito in Nuraini, 2016) The work environment is everything that exists around employees and can affect in carrying out their duties carried to him For example, with the presence of air conditioners (AC), adequate lighting and so on. | The indicators of the work environment by Nitisemito (2016) are as follows: 1. Work atmosphere 2. Relationship with Co workers 3. Availability of work facilities | Likert 1-5 |
| Performance (Y) | Stephen P. Robbins (2016) the level of employee performance depends on both factors, namely the ability of the employee itself, such as the level of education, knowledge, experience, where with a higher level of ability will have higher performance also. | According to Mangkunegara (2015), the indicators of employee performance are as follows: a) Quality of Work b) Working Quantity c) Task Implementation d) Responsibility | Likert 1-5 |
| Job Satisfaction (Z) | According to Locke in Luthans (2014), job satisfaction is a pleasant feeling that comes from a person's perception of how good they are His work provides more important things | According to (Afandi, 2018), job satisfaction indicators are as follows: a) Work b) Wages c) Promotion d) Supervisor e) Co workers | Likert 1-5 |

4. Result and Discussion

4.1 Measurement Model Analysis

4.1.1 Internal Consistency Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses the composite reliability value, with the criterion that a variable is said to be reliable if the composite reliability value is > 0.600 . (Maharani, Yahya, Putra, & Pramono, 2023).

Table 3. Internal Consistency Analysis

| Matrix | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|-----------------------|------------------|-------|-----------------------|----------------------------------|
| Style Leadership (X1) | 0.704 | 0.775 | 0.835 | 0.635 |
| Discipline (X2) | 0.887 | 0.894 | 0.719 | 0.695 |
| Work Environment (X3) | 0.858 | 0.859 | 0.896 | 0.637 |
| Performance (Y) | 0.876 | 0.892 | 0.824 | 0.802 |
| Job Satisfaction (Z) | 0.860 | 0.882 | 0.898 | 0.639 |

Source : Primary Data Processed PLS 3.0 (2024)

Based on the internal consistency analysis data in the table above, the results indicate that all variables are reliable.

4.1.2 Validity of Discrimination

Discriminant validity was used to ensure that each concept of each latent model was different from the other variables. Discriminatory validity aims to assess whether an indicator of a construct variable is valid, namely, by looking at the heterotrait-monotrait ratio of correlation (HTMT) value < 0.90, then the variable has good (valid) discriminatory validity (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 4. Validity of Discrimination

| Variable | GK | DS | LK | KIN | KK |
|------------------|-------|-------|-------|-------|----|
| Style Leadership | | | | | |
| Discipline | 0,444 | | | | |
| Work Environment | 0,231 | 0,607 | | | |
| Performance | 0,378 | 0,378 | 0,702 | | |
| Job Satisfaction | 0,156 | 0,156 | 0,607 | 0,388 | |

Source : Primary Data Processed PLS 3.0 (2024)

Based on Table 4, the correlation values of all and between variables were considered valid.

4.2 Structural Model Analysis (Inner Model)

The structural model (inner model) is, in principle, testing between latent variables and other latent variables, both exogenous and endogenous. The inner model testing can also be considered for hypothesis testing. The test was carried out by examining the percentage of variants described, namely R², for the latent dependent (endogenous) variable that is modeled, it is influenced by the independent variable (exogenous) by using the stone–Geisser Q square test size, and by examining the magnitude of the structural path coefficient. The stability of this estimate was tested using a statistical test obtained using bootstrapping.

Structural Model Path Coefficient Significance Testing

This test consists of two stages: testing the direct influence hypothesis and testing the indirect influence hypothesis. Testing the significance of the structural model path coefficient (structural model path coefficient). This test determines the path coefficient of the structural model, the purpose of which is to test the significance of all the relationships or hypothesis testing.

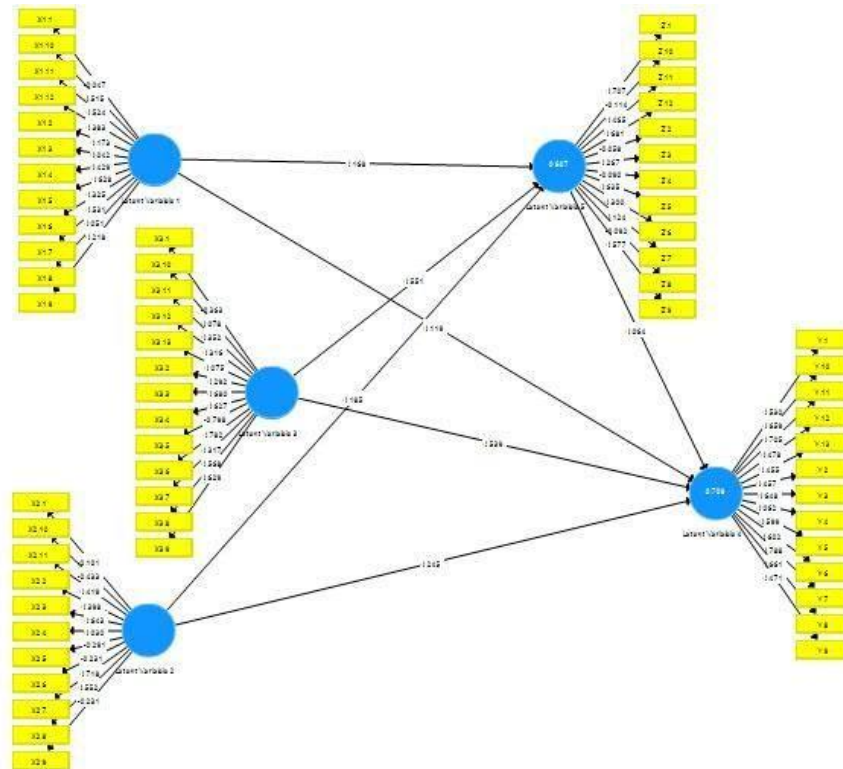


Figure 2. Hypothesis Testing With Path Analysis

4.3 Hypothesis Testing

4.3.1 Direct Impact Testing

In direct influence, an exogenous latent variable affects an endogenous latent variable without being mediated or influenced by an intermediate variable. Testing the direct influence hypothesis aims to prove the hypotheses of the influence of one variable on the other variables directly (without intermediaries). A significance test was carried out by comparing the r calculation and r table For Degree of Freedom (DF) = $N-2$, where N is the number of samples and the test uses a double-sided test with a significance level of 0.05.

If the P -value is $< \text{Alpha}$ (0.05), H_0 is rejected (the influence of one variable with another variable is significant). If the P -value is greater than α (0.05), then the direct influence of H_0 is where the exogenous latent variable affects the endogenous latent variable without being mediated or influenced by the intermediate variable. Testing the direct influence hypothesis aims to prove the hypotheses of the influence of one variable on the other variables directly (without intermediaries).

If the P -value is $< \text{Alpha}$ (0.05), H_0 is rejected (the influence of one variable with another variable is significant). If the P -Value is $> \text{Alpha}$ (0.05), then H_0 is rejected (the influence of one variable with another variable is insignificant).

Table 5. Direct Influence Hypothesis

| | Original Sample (O) | Average Sample (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|------------------------------------|---------------------|--------------------|----------------------------|--------------------------|--------------|
| Leadership Style -> Performance | 0,115 | 0,153 | 0,0074 | 2,048 | 0,041 |

| | | | | | |
|--|-------|-------|-------|-------|--------------|
| Discipline Performance -> | 0,661 | 0,652 | 0,069 | 4,564 | 0,002 |
| Milieu Performance -> Work | 0,269 | 0,252 | 0,081 | 3,331 | 0,004 |
| Job Satisfaction -> Performance | 0,302 | 0,292 | 0,109 | 2,771 | 0,006 |
| Leadership Style ->Satisfaction Work | 0,015 | 0,007 | 0,027 | 0,565 | 0,065 |
| Discipline -> Kerja satisfaction | 0,274 | 7,062 | 0,390 | 3,011 | 0,003 |
| Work Environment -> Satisfaction Work | 0,359 | 0,051 | 0,023 | 2,597 | 0,010 |

Source : Data Processing in PLS 3.0 (2024)

From the above table, it can be seen that

1. The direct influence of the Leadership Style variable has a significant effect on performance because the t-statistic value is greater than the t-table value (1.96), which is 2.048, and the p-value is less than 0.05, which is 0.041. Thus, this hypothesis was accepted.
2. The discipline variable has a significant direct influence on performance because the t-statistic value is greater than the t-table value (1.96), which is 4.564, and the p-value is less than 0.05, which is 0.002. Thus, this hypothesis was accepted.
3. The direct influence of the Work Environment variable has a significant effect on performance because the t-statistic value is greater than the t-table value (1.96), which is 3.331, and the p-value is less than 0.05, which is 0.004. Thus, this hypothesis was accepted.
4. The direct influence of the Job Satisfaction variable has a significant effect on performance because the t-statistic value is greater than the t-table value (1.96), which is 2.771, and the p-value is less than 0.05, which is 0.006. Thus, this hypothesis was accepted.
5. The direct influence of the Leadership Style variable had no significant effect on Job Satisfaction because the t-statistic value was smaller than the t-table value (1.96), which was 0.565, and the p-value was greater than 0.05, which was 0.065. This finding implies that the hypothesis was rejected.
6. The discipline variable has a significant direct influence on Job Satisfaction because the t-statistic value is greater than the t-table value (1.96), which is 3.011, and the p-value is less than 0.05, which is 0.003. Thus, this hypothesis was accepted.
7. The direct influence of the Work Environment variable has a significant effect on Job Satisfaction because the t-statistical value is greater than the t-table value (1.96), which is 2.597, and the p-value is less than 0.05, which is 0.010. Thus, this hypothesis was accepted.

4.3.2 Testing the Indirect Influence Hypothesis

To test the influence of intervening variables on this researcher, the path analysis method was used, which is a widening of the multiple regression analysis. Path analysis uses regression analysis to estimate the causal relationships between variables that have been previously determined based on theory. Models built on theoretical foundations have shown causal relationships between variables, and path analysis can be used to uncover the correlation patterns between three or more variables (Ghozali & Latan, 2015).

When two variables are directly correlated, without using the third variable as a mediator, the

relationship is said to be direct (intervention). If the third variable mediates the relationship between two variables by determining the difference between the standard values of the independent and dependent variables, then it indirectly occurs. If the regression coefficient of the indirect calculation path is greater than the regression coefficient of the direct calculation path, then it is concluded that the intervening variable can provide an explanation of the dependent variable, indicating that mediation is accepted (mediation), while the conclusion is that the intervening variable cannot explain the dependent variable, indicating that mediation is not accepted.

Table 6. Indirect Influence Hypothesis

| Variable | Original Sample | Average Sample | Standard Deviation | T Statistics | P Values |
|--|-----------------|----------------|--------------------|--------------|----------|
| Leadership Style -> Job Satisfaction -> Performance | 0,018 | 0,009 | 0,030 | 0,594 | 0,553 |
| Discipline -> Satisfaction Work -> Performance | 0,248 | 0,040 | 0,385 | 2,979 | 0,003 |
| Work Environment -> Job Satisfaction -> Performance | 0,270 | 0,054 | 0,030 | 2,285 | 0,023 |

Source : Data Processing in PLS 3.0

The results of Table 6 above show that for the test of the indirect influence between Leadership Style on performance intervened by job satisfaction, a statistical t-value of 0.594 and a p-value of 0.553 were obtained because the t-statistical value < 1.96 (t table significance 5%), and the p-value > 0.05 and the coefficient showed a positive direction, namely 0.018, meaning job satisfaction positively but insignificantly intervening between Leadership Style and performance. so that the eighth hypothesis in this study is rejected

The results of Table 6 above show that for the test of the indirect influence of discipline on performance intervened by job satisfaction, a statistical t-value of 2.979 and a p-value of 0.003 were obtained because the t-statistical value > 1.96 (t table significance 5%), and the p-value < 0.05 and the coefficient showed a positive direction, namely 0.248, meaning that job satisfaction intervened positively and significantly between motivation and performance, so that the ninth hypothesis in this study is accepted

The results in Table 6 show that for the test of the indirect influence of the work environment on performance based on job satisfaction, a statistical t-value of 2.285 and a p-value of 0.023 were obtained because the t-statistical value was > 1.96 (t table significance 5%), and a p-value < 0.05 . The coefficient showed a positive direction, namely 0.270, meaning that job satisfaction intervened positively and significantly between discipline and performance, so the ten hypotheses in this study are accepted.

4.3.3 Relationship Coefficient

The Relationship Coefficient (R Square) aims to evaluate the accuracy of the prediction of a variable. In other words, the variation in the value of the bound variable was affected by the variation in the value of the free variable in the path model.

Table. 7. Relationship Coefficient

| Variable | R Square | Adjusted R Square |
|-------------------------|----------|-------------------|
| Job Satisfaction | 0,497 | 0,487 |
| Performance | 0,548 | 0,536 |

Source : Data Processing in PLS 3.0 (2023)

In the table above, the results for X1, X2, and X3 on Y are 0.548, indicating that the magnitude of the influence of X1, X2, and X3 on Y is 54.8%. The influence of X1, X2, and X3 on Z (e1) was 0.497, indicating that the influence of X1, X2, and X3 on Z was 49.7%.

5. Conclusion and Suggestions

5.1 Conclusion

The results of the data analysis in the discussion and testing of the hypotheses can be summarized as follows:

1. The direct influence of Leadership Style had a non-significant effect on Job Satisfaction.
2. The discipline variable has a significant direct influence on Job Satisfaction.
3. The direct influence of the Work Environment variable had a significant effect on Job Satisfaction.
4. The direct influence of Leadership Style has a significant effect on performance.
5. The discipline variable had a significant direct influence on performance.
6. The direct influence of the Work Environment variable had a significant effect on performance.
7. The direct influence of Job Satisfaction has a significant effect on performance.
8. The indirect influence of Leadership Style on performance, intervened by job satisfaction, had a positive but insignificant effect.
9. The indirect influence of discipline on performance and job satisfaction had a positive and significant effect on motivation and performance.
10. The indirect influence of Work Environment on performance intervened by job satisfaction has a positive and significant effect on discipline and performance.

5.2 Implication

The implications of this study can be stated as follows:

1. Theoretical Implications
Theoretically, the employee performance model will involve aspects of Leadership Style, Discipline and Work Environment, with the aim of improving Employee Performance. Good performance follows ordinances or procedures, according to the standards that have been set. However, in this performance, there must be several criteria to increase productivity, so that what is expected can run according to what is desired. Through this study, the aspects and factors that can encourage the criteria for increasing productivity are identified.
2. Implications of Practice
Based on the conclusion that has been stated, there is a relationship between Leadership Style, Discipline and Work Environment to Employee Performance. This proves that Leadership Style, Discipline and Work Environment are factors that determine employee performance.
3. Methodological Implications
Causal research has several shortcomings, including the fact that coincidence in an event can be considered a cause-and-effect relationship. It is difficult to reach precise conclusions based on the causal research findings. This is due to the impact of various factors and variables in the social environment. This study has implications for causality methods.

5.3 Suggestion

Based on the conclusions of the study mentioned above, the researcher provides several suggestions that are expected to be useful inputs:

1. Leadership Style is one of the factors that can affect performance. In this study, Leadership Style was found to be a factor that can improve employee performance at the Bintan Regency Health Center. So that a leader, in this case the head of the Puskesmas in Bintan Regency Puskesmas should be able to participate more actively in every activity or group work, so that the leader can be an example for employees, a motivator who can always provide encouragement and direction to employees in every work carried out in a group. In addition, in this study, Leadership Style tends to have less impact on employee job satisfaction; for this reason, it is necessary for the active role of leaders to provide education, support, or enthusiasm for employees so that they can be sincere in

- carrying out their duties and responsibilities as regulated in the law.
2. Disciplines can improve employee performance and increase job satisfaction. Supervision plays an important role in the variable of employee discipline; thus, cooperation is needed between regional apparatus organizations to carry out this role to maximize the policies that have been regulated and implemented properly by employees within the Bintan Regency Health Center. Supervision of leaders or direct superiors over their subordinates. Then, giving awards is the main advice to employees who have carried out discipline well, so that the employee feels satisfied and improves their performance.
 3. Improving a good working environment helps improve employee performance, especially in terms of the availability of facilities in the workplace. A good and conducive working environment atmosphere in helping to increase employee productivity in terms of air temperature in the workplace, security, and lighting needs supervision so that every worker feels safe and comfortable without feeling disturbed or worried about using equipment. Applying a sense of openness between employees and company leaders and establishing a broad relationship between each employee, the work carried out can be based on the target or can exceed the target set by the company.
 4. Improving employee performance can be influenced by increasing the influence of a leader, the work environment, discipline, and job satisfaction. Improving the quality of human resources in the apparatus is very important to encourage employee motivation, which can certainly be achieved by implementing technical guidance or training programs. In addition, paying attention to the performance of its employees, especially regarding the quantity of employee work, because enthusiasm in work will not be able to appear out of nowhere; therefore, the company must continue to be able to motivate its employees to have high performance so that employees can work well. Then, improve the performance appraisal system, where a leader must be able to assess employee performance objectively, so that the results of the performance appraisal can be a reference for future evaluation.
 5. Local governments and leaders are advised to pay more attention to job satisfaction in employees by evaluating in terms of providing allowances to employees so that the performance allowances received by employees are in accordance with the level of work that has been done. In addition, it provides adequate technology for doing work, such as using the latest or more sophisticated gadgets. In addition to fair promotions in the workplace, every employee has the same opportunity for promotion.

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