

The Influence of Leadership, Work Environment, and Employee Competence on the Performance of Employees of the UPT Puskesmas Pulau Kundur Karimun Regency Through Job Satisfaction

Azman Azman¹, Bambang Satriawan²

Universitas Batam, Batam, Kepulauan Riau, Indonesia^{1,2}

ngah.abang@gmail.com¹

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Corresponding author:

Azman

Universitas Batam, Indonesia

E-mail: ngah.abang@gmail.com

ABSTRACT

Purpose: The purpose of the research is to determine the influence of leadership, work environment, competence and job satisfaction on performance.

Methodology/approach: A quantitative research design was applied using survey data from 205 respondents. Data analysis employed the SmartPLS application to test validity, reliability, and structural equation modeling, assessing both direct and mediated relationships among variables.

Results/findings: Leadership, work environment, and competence have a significant positive effect on job satisfaction and performance, with job satisfaction acting as a mediator; the model explains 90% of performance variation.

Conclusions: Effective leadership, good work environment, and strong competence boost job satisfaction, which improves performance.

Limitations: The study focuses on one public health center, limiting generalizability. Self-reported data may be subject to bias, and the cross-sectional design restricts causal inference.

Contribution: Provides evidence that leadership, work environment, and competence improve performance through job satisfaction in public health services.

Keywords: *Competence, Job Satisfaction, Leadership, Performance, Work Environment*

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1. Introduction

To see one of the successes of companies and government agencies in improving performance lies in the human resources they have, where these human resources are individuals who have their own duties and functions in accordance with the responsibilities given. Many experts have opinions related to

human resources is the most important thing in an organization. So without competent resources, the organization cannot run well. To get good and quality human resources, it starts from a strict recruitment and selection system so that the best candidates are selected. So vice versa, if the work given is not in accordance with the competencies also gets unsatisfactory results and even becomes poor, the development of employee competencies through training, education, work experience, and coaching will help improve employee performance and their contribution to the company's success. Companies that invest in employee competency development tend to have more productive, innovative, and competitive teams.

Many studies have found that job satisfaction can have a significant influence on a person's performance at work. When a person feels satisfied with their job, they tend to be more motivated, passionate, and committed to giving their best in carrying out their duties. Thus, it is important for organizations to pay attention to and maintain employee job satisfaction levels. Efforts to create a supportive work environment, provide recognition, facilitate career progression, and pay attention to work-life balance can contribute to improved job satisfaction and overall employee performance. It can be concluded that employee job satisfaction can make a positive contribution to their performance. It is important for organizations to pay attention to job satisfaction factors that have an impact on performance and take steps to improve employee job satisfaction in order to achieve optimal performance.

Puskesmas or Community Health Centers have an important perspective on their performance in providing health services to the community. In order to realize this, optimal performance is needed from officers or personnel who are directly or indirectly involved in providing these health services in their work area. Based on the description above, the researcher wants to multiply the extent of the performance carried out by the officers at the health center, the performance has increased, stagnated or even decreased. For researchers, they will research with the title " The Influence of Leadership, Work Environment, and Competence on the Performance of Employees of the Kundur Island Health Center in Karimun Regency through Job Satisfaction".

2. Literature review

2.1 *Human Resource Management (HRM)*

Human resource management (HR) is a process that involves the management, development, and utilization of human resources in an organization. According to experts, Human Resource Management (HR) is crucial in achieving organizational goals and improving employee performance. Through the above approaches, it can be concluded that Human Resource management is very vital in an organization to be able to manage human resources effectively, as well as improve employee performance, and achieve organizational goals that have been set.

2.2 *Leadership Theory*

According to Pranogyo and Hendro (2022), in their theory "House's path - goal theory of leadership" as quoted by Baroroh (2016) said that leadership is the ability of individuals to influence, motivate, and make others able to contribute to the effectiveness and success of the organization. Meanwhile, according to Amegayibor (2021), explained that leadership is an interpersonal influence that is carried out in a situation and directed through the communication process, towards the achievement of specific goals or targets. Leadership is a group of processes carried out by a person in managing and inspiring a number of tasks to achieve organizational goals through the application of management techniques.

According to Eliyana and Ma'arif (2019), leadership is an activity that has a significant effect between people who are willing to work together to achieve their desired goals. Leadership according to Mohiuddin (2017), can be said to be a leader's way of directing, encouraging, and regulating all elements in an organization to realize a goal to be achieved, so as to produce maximum employee performance. With an increase in employee performance, it means the achievement of the work of a person or employee in achieving organizational goals.

The influence of leaders is based on psychological relationships or identification of leadership with organizations or groups. Furthermore, (Nabawi, 2019), leadership can be defined as a way to influence

others, so that they are willing to bring out their best virtues and capabilities in the process of value creation. Leadership is basically a process of social influence through certain attitudes and behaviors that are utilized towards the realization of group goals (Rosmaini & Tanjung, 2019), a process that takes place in team membership (Suwanto, 2020). Kotter says only through leadership can culture develop and adapt to change (Bora, Fanggal, & Fanggal, 2024). Rohman, Patoni, and Maunah (2023) argues that effective leaders have the following characteristics: They identify themselves as tools of change, courageous, as value drivers, lifelong learners, have the ability to deal with complexity, ambiguity and uncertainty and they are visionary. Meanwhile, the opinion of (Nurullah et al., 2024), effective leadership is a leader who holds the highest command and multi-dimensional constructs consisting of self-awareness, balanced processing of information, relational transparency, and internalization of moral standards (Yuliari & Riyadi, 2019).

Based on the opinion of the above experts, it can be concluded that Leadership is a way or art that can influence other people or their followers to direct, encourage, and organize elements in the organization to achieve a goal that wants to be achieved and can be accounted for by each person or his followers. A transformational leadership style that is able to inspire, motivate, and empower its team members will have a positive impact on team performance. Thus, it can be concluded that good leadership can make a significant contribution to improving team performance and achieving organizational goals. Poor leadership can have a significant impact on an organization's performance. To address leadership issues that affect performance, it is important for leaders to improve leadership skills, develop effective communication, provide support and motivation to the team, ensure fairness and manage conflicts well. By implementing good leadership practices, organizational performance can be improved.

2.3 Work Environment

According to Wulandari, Hermalia, and Sanjaya (2022) the work environment is the entire tool and materials faced, the surrounding environment where a person works, his work methods and work arrangements both as individuals and groups. The work environment consists of a work system, work design, working conditions, social relations with colleagues and the treatment of managers to subordinates, while according to Arbyan and Riyanto (2024), the work environment is everything that exists around the worker and that can affect him or her in carrying out the duties charged.

This is in line with Adi and Soehari (2017) defining the work environment as everything that concerns physical and psychological aspects that will directly or indirectly affect employees". Furthermore, according to the conditions of the work environment, it is said to be good or appropriate if humans can carry out activities optimally, healthily, safely and comfortably. According to (Suwaldiman & Rheina, 2023) the work environment is a very important component in employees carrying out work activities, by paying attention to a good work environment or creating working conditions that provide motivation to work. as a group. The work environment aims to be able to carry out work to create a calm, comfortable and peaceful atmosphere so that it can improve employee performance.

2.4 Competence

According to Chika, Oshiohwemoh, and Promise (2022) put forward the definition of competency as follows, "An underlying characteristic of an individual which is causally related to criterion-referenced effective and or superior performance in a job or situation". What contains the meaning of competence is part of a personality that is deep and inherent in a person and behavior that can be predicted in various circumstances and tasks of work, and still according to Mardiani (2022), competence is the ability to carry out work or tasks based on skills and knowledge and supported by work attitudes determined by work including knowledge skills, and attitude.

According to Apriansyah and Widigdo (2022), competence is the attitude required by a person to carry out his work satisfactorily. According to Ramadhan and Mudzakar (2022), competence is the ability to be adequate to perform a task or as having the skills & proficiency that are indicated. Primita and Rolanda (2024) in Aulia (2021) stated that competencies include tasks, skills, attitudes, values and appreciation given in the context of success or livelihood. Meanwhile, according to Robbin (2007) in Thalib, Kumadji, Edis, and Saikim (2023), competence is the ability (ability) or the capacity of a person

to do various tasks in a job, where this ability is determined by two factors, namely intellectual ability and physical ability.

2.5 Job Satisfaction

According to Kurniawanto, Rahmadi, and Wahyudi (2022), job satisfaction is a general attitude towards a person's job, which shows the difference between the amount of awards workers receive and the amount they believe they should receive. Meanwhile, according to Siagian and Khair (2018) Job satisfaction is a person's perspective both positive and negative about their work. According to Omoniyi (2021) job satisfaction is also important for early actualization. Employees who do not obtain job satisfaction will never reach psychological maturity and in turn will become frustrated. Employees like this will often daydream, have low morale, get tired and bored quickly, are emotionally unstable, are often absent and do not do busy activities that have nothing to do with the work that must be done.

Nasution (2019) suggests that employees who get job satisfaction usually have a better attendance and regulation record, but are less active in union activities and sometimes perform better than employees who do not get job satisfaction. Therefore, based on the opinion above, job satisfaction has the meaning of expression obtained both physically and psychologically which is important for employees and the company in creating a positive situation for their work environment (Budie, Appel-Meulenbroek, Kemperman, & Weijs-Perree, 2019).

2.6 Employee Performance

According to Bora et al. (2024), performance is "the result of work obtained from a person or a group, expressed in the form of the quantity and quality of work achieved in accordance with previously established standards." Meanwhile, according to several studies conducted by (Maryani, Entang, & Tukiran, 2021), it is stated that employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Other opinions were also put forward. Based on the understanding expressed by experts, Employee Performance is an effort made by an individual or a group of people who have a goal, as well as responsibilities given based on standards that apply in a certain period where the final result is in the form of achieving targets or outputs in accordance with the expectations of an organization or company.

2.7 Hypothesis

According to Sugiyono (2018), a hypothesis is a provisional answer to the formulation of a research problem. It is said that while the answers given are only based on relevant theories, they are not yet based on empirical facts gathered through data collection.

Based on the theoretical conceptual framework that has been described above, the research hypothesis proposed is as follows:

- H1: Leadership has a direct and significant influence on Employee Performance at the Kundur Island Health Center
- H2: The work environment has a direct and significant effect on employee performance at the Kundur Island Health Center
- H3: Competence has a direct and significant effect on the performance of employees at the Kundur Island Health Center
- H4: Job satisfaction has a direct and significant effect on employee performance at the Kundur Island Health Center
- H5: Leadership has a direct and significant influence on job satisfaction at the Kundur Island Health Center
- H6: Work environment has a direct and significant effect on job satisfaction at the Kundur Island Health Center
- H7: Competence has a direct and significant effect on job satisfaction at the Kundur Island Health Center
- H.8: Leadership has an indirect effect on performance through employee job satisfaction at the Kundur Island Health Center

H.9: The work environment has an indirect effect on performance through employee job satisfaction at the Kundur Health Center

H.10: Competence has an indirect effect on the performance of employees through the work of employees at the Kundur Health Center

3. Research methodology

3.1 Types of Research

So this study is a descriptive research with a quantitative approach, namely describing the influence between variables and expressed in a word-shaped description accompanied by statistical data and explaining by comparison with existing theories and using data analysis techniques in accordance with the research variables. The variables studied were leadership (X_1), work environment (X_2), Competence (X_3), and Job Satisfaction (Z) (as independent variables) and employee performance as bound variables (Y). As for the place of the research, it will be carried out at the UPT Puskesmas located on the island of Kundur, Karimun Regency In accordance with the title of this research, namely the Influence of Leadership, Work Environment, and Employee Competence on the Performance of Employees of the UPT Kundur Island Health Center through Job Satisfaction, the population taken is all employees of the UPT Puskesmas Kundur island with a total of 205 employees.

Table 1. Characteristics of Respondents

| Variable | Characteristics | Sum | Percentage |
|-----------|-----------------|-----|------------|
| Gender | Male | 44 | 21,5% |
| | Woman | 161 | 78,5% |
| | Sum | 205 | 100% |
| Education | Strata (S1) | 64 | 31% |
| | Diploma (D3) | 126 | 62% |
| | High School | 15 | 7% |
| | Sum | 205 | 100% |
| Age | 15 – 20 Years | 7 | 3,4% |
| | 21 – 30 Years | 30 | 14,6% |
| | 31 – 40 Years | 76 | 37% |
| | 41 – 50 Years | 80 | 39% |
| | > 51 years | 12 | 5,8% |
| | Sum | 205 | 100% |

Source: Primary data in 2024

3.2 Scale and Interpretation Figures

This research instrument is in the form of a questionnaire. Questionnaire is a data collection technique that is carried out by giving a set of written statements to respondents to answer. To assess the attitudes and perceptions of the respondents, this study uses a Likert scale of 1-5 where 1 strongly disagrees and 5 strongly agrees.

3.3 Operational Definitions

Table 2. Operational Definitions

| No | Variable | Operational definition | Indicators | Measurement scale |
|----|-------------|---|--|-------------------|
| 1 | Performance | Performance is the achievement of work results that are realized tasks and responsibilities carried out by an individual or group in a work unit or organization (Sedarmayanti (2004:178) | 1. Job Performance 2. Skill 3. Attitude 4. Leadership | Likert |
| 2. | Leadership | It is a way to influence others, so that they are | 1. Managerial Skills 2. Motivation skills | |

| | | | | |
|----|------------------|--|---|--------|
| | | willing to bring out their best virtues and capabilities in the process of value creation. | 3. Communication skills | |
| 3 | Work Environment | is an environmental condition that provides an atmosphere and affects working conditions. The work environment is measured by the working relationship between employees and leaders, relationships between employees, work safety programs, coloring, cleanliness, air circulation, lighting, and noise. | 1. Physical Environment: Lighting lighting, Temperature, Color scheme 2. Non-Physical Environment | Likert |
| 4 | Competence | is the work ability of each individual which includes aspects of knowledge, skills and work attitudes that are in accordance with the set standards. Competence is a combination of skills, knowledge, and attitudes that can be observed and applied in a crisis manner to the success of an organization and work performance as well as employees' personal contributions to the organization | 1. Knowledge 2. Skill 3. Attitude | Likert |
| 5. | Job Satisfaction | His emotional attitude is pleasant and loves his work which is reflected by work morale, discipline, and performance. | 1. Satisfaction with the award. 2. Satisfaction with the work situation. 3. Satisfaction with supervision and management. 4. Satisfaction with the communication of superiors and colleagues. 5. Satisfaction with the company's philosophy and policies 6. Satisfaction with the company and its work | Likert |

4. Result and discussion

4.1 Model Evaluation

Before using the instrument in the study, the instrument must first be tested for its validity and reliability with a total of 205 respondents. If valid, it means that the instrument can be used to measure what is supposed to be measured, and reliable means that the instrument used can be trusted to have constant results if the test is performed at another time. The variables in this study include Leadership as a

variable (X1), Work Environment as a variable (X2), competence as a variable (X3), Performance as a variable (Y), and Job Satisfaction as a variable (Z). The number of statements in this study consists of 62 statement items for the entire research variable.

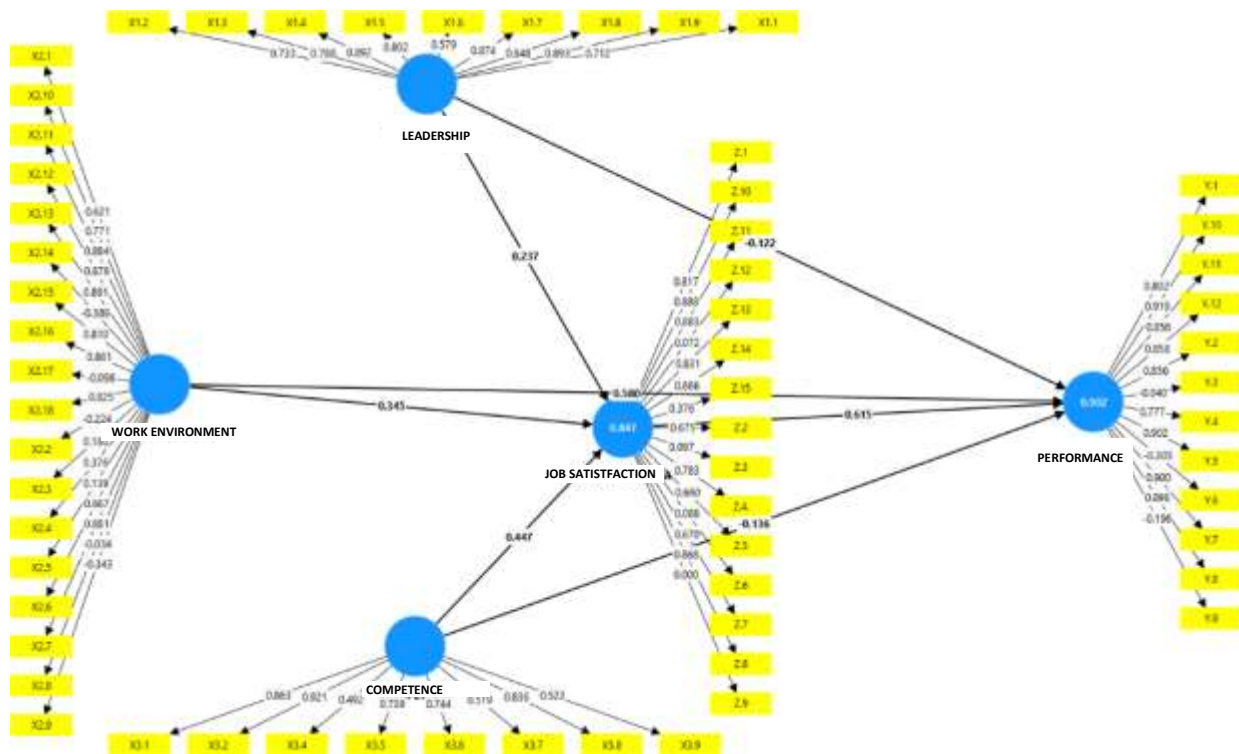


Figure 1. First Research Model
 Source: Primary data of SmartPLS Algorithm Processing in 2024

4.2 Convergent Validity Test

The level of validity in this study can be seen through the results of the calculation of outer loading on each construction indicator. The construct can be declared valid and meets the research requirements if the outer loading value > 0.7 . And the construct is declared invalid and ineligible if the outer loading value is 0.7 or less. (≤ 0.7). The following are the results of the validity test of the research, the researcher used the SmartPLS application software.

Table 3. Outer Loading First Research

| | Leadership (X1) | Work Environment (X2) | Competence (X3) | Performance (Y) | Job Satisfaction (Z) |
|------|-----------------|-----------------------|-----------------|-----------------|----------------------|
| X1.1 | 0.712 | | | | |
| X1.2 | 0.733 | | | | |
| X1.3 | 0.788 | | | | |
| X1.4 | 0.892 | | | | |
| X1.5 | 0.802 | | | | |
| X1.6 | 0.579 | | | | |
| X1.7 | 0.874 | | | | |
| X1.8 | 0.848 | | | | |
| X1.9 | 0.893 | | | | |
| X2.1 | | 0.621 | | | |
| X2.2 | | -0.224 | | | |
| X2.3 | | 0.180 | | | |
| X2.4 | | 0.376 | | | |

| | | | | | |
|-------|--|--------|-------|-------|--------|
| X2.5 | | 0.139 | | | |
| X2.6 | | 0.667 | | | |
| X2.7 | | 0.881 | | | |
| X2.8 | | -0.034 | | | |
| X2.9 | | -0.343 | | | |
| X2.10 | | 0.771 | | | |
| X2.11 | | 0.884 | | | |
| X2.12 | | 0.879 | | | |
| X2.13 | | 0.891 | | | |
| X2.14 | | -0.389 | | | |
| X2.15 | | 0.810 | | | |
| X2.16 | | 0.861 | | | |
| X2.17 | | -0.098 | | | |
| X2.18 | | 0.825 | | | |
| X3.1 | | | 0.863 | | |
| X3.2 | | | 0.921 | | |
| X3.4 | | | 0.492 | | |
| X3.5 | | | 0.932 | | |
| X3.5 | | | 0.869 | | |
| X3.6 | | | 0.823 | | |
| X3.7 | | | 0.519 | | |
| X3.8 | | | 0.836 | | |
| X3.9 | | | 0.523 | | |
| Z.1 | | | | 0.817 | |
| Z.2 | | | | 0.675 | |
| Z.3 | | | | 0.097 | |
| Z.4 | | | | 0.783 | |
| Z.5 | | | | 0.660 | |
| Z.6 | | | | 0.088 | |
| Z.7 | | | | 0.670 | |
| Z.8 | | | | 0.868 | |
| Z.9 | | | | 0.000 | |
| Z.10 | | | | 0.888 | |
| Z.11 | | | | 0.883 | |
| Z.12 | | | | 0.072 | |
| Z.13 | | | | 0.831 | |
| Z.14 | | | | 0.666 | |
| Z.15 | | | | 0.376 | |
| Y.1 | | | | | 0,802 |
| Y.2 | | | | | 0.856 |
| Y.3 | | | | | -0.040 |
| Y.4 | | | | | 0.777 |
| Y.5 | | | | | 0.902 |
| Y.6 | | | | | -0.305 |
| Y.7 | | | | | 0.900 |
| Y.8 | | | | | 0.896 |
| Y.9 | | | | | -0.196 |
| Y.10 | | | | | 0.919 |
| Y.11 | | | | | 0.856 |
| Y.12 | | | | | 0.858 |

Source: Primary data on SmartPLS Algorithm Processing in 2024

Based on table 3, it can be seen that there are several constructs in leadership, namely X1.6 < 0.7, so it must be dropped because it is invalid. Then in the Work Environment variables, namely X2.1, X2.2, X2.3, X2.4, X2.5, X2.6, X2.8, X2.9, X2.14 and X2.17 also < 0.7 and must also be dropped because it is invalid, then on the competency variables, namely X3.4, X3.7, and X3.9 with a value of < 0.7, it must also be dropped because it is invalid, next in the Job Satisfaction variable, namely Z2, Z.3, Z.5, Z.7, Z.12, Z.14, and Z15 < 0.7, then this is invalid. Furthermore, in the performance variables, namely Y3, Y6, and Y.9, the value < 0.7 constructs in the indicator are invalid and must be dropped. On results that ≤ 0.7 , dropping must be carried out, this is done in accordance with the requirements of testing the validity of the data must be > 0.7 . In a statement that > 0.7 , it has met the research requirements and can be described in the second research model below:

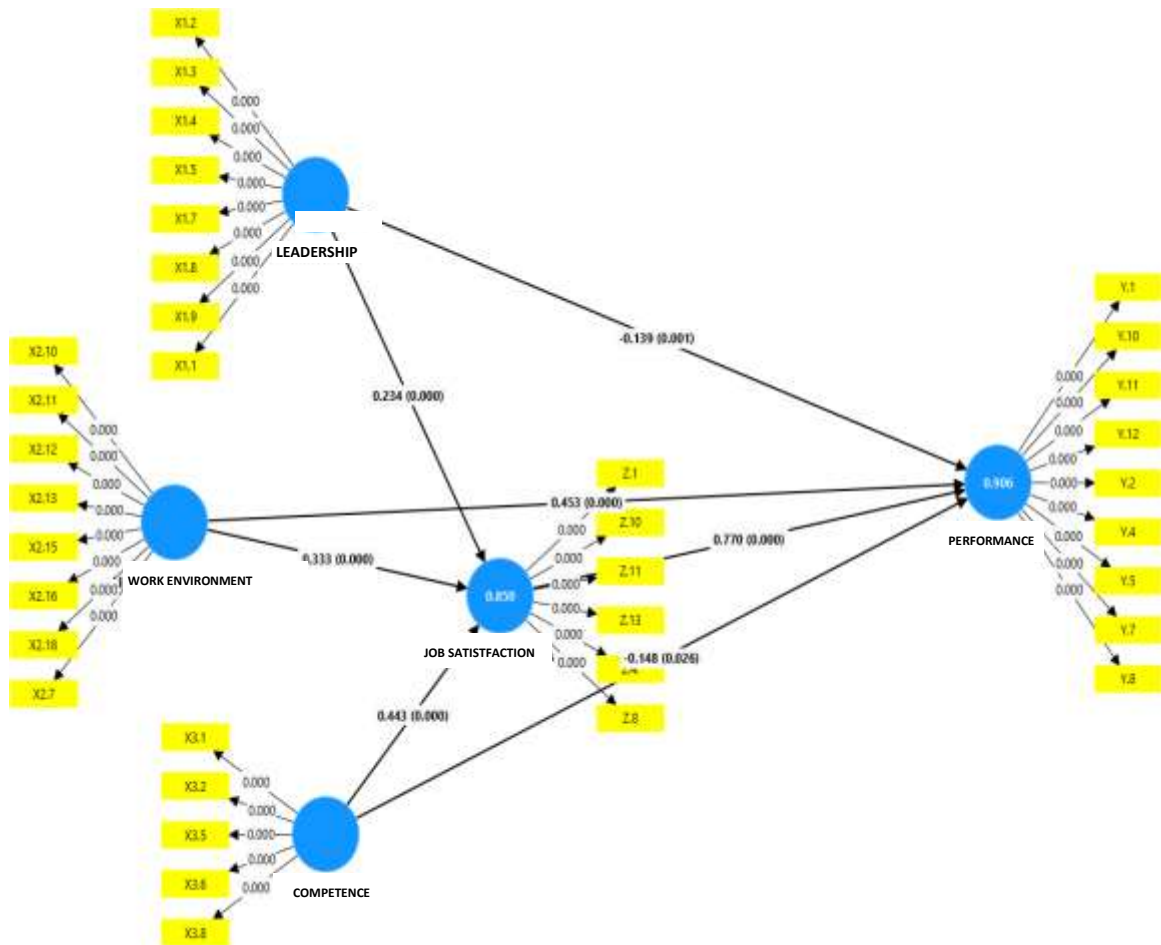


Figure 2. Second Research Model

Figure 2 is the image on the second research model, where the researcher drops on the indicator construct that does not meet the requirements or < 0.7 . The following are the results of the calculation of outer loading in the second research model:

Table 4. Outer Loading Second Research

| | Leadership (X1) | Work Environment (X2) | Competence (X3) | Performance (Y) | Job Satisfaction (Z) |
|------|--------------------|--------------------------|--------------------|--------------------|-------------------------|
| X1.1 | 0.706 | | | | |
| X1.2 | 0.734 | | | | |
| X1.3 | 0.794 | | | | |
| X1.4 | 0.906 | | | | |
| X1.5 | 0.792 | | | | |
| X1.7 | 0.875 | | | | |

| | | | | | |
|-------|-------|-------|-------|-------|-------|
| X1.8 | 0.832 | | | | |
| X2.7 | | 0.867 | | | |
| X2.10 | | 0.794 | | | |
| X.11 | | 0.912 | | | |
| X.12 | | 0.899 | | | |
| X.13 | | 0.901 | | | |
| X.15 | | 0.804 | | | |
| X.16 | | 0.872 | | | |
| X2.18 | | 0.834 | | | |
| X3.1 | | | 0.879 | | |
| X3.2 | | | 0.922 | | |
| X3.5 | | | 0.779 | | |
| X3.6 | | | 0.779 | | |
| X3.8 | | | 0.853 | | |
| Y.1 | | | | 0.817 | |
| Y.2 | | | | 0.845 | |
| Y.4 | | | | 0.783 | |
| Y.5 | | | | 0.896 | |
| Y.7 | | | | 0.903 | |
| Y.8 | | | | 0.893 | |
| Z.1 | | | | | 0.831 |
| Z.4 | | | | | 0.715 |
| Z.8 | | | | | 0.870 |
| Z.10 | | | | | 0.942 |
| Z.11 | | | | | 0.920 |
| Z.13 | | | | | 0.856 |

Source: Primary data on SmartPLS Algorithm Processing in 2024

Table 4 shows that the results of the outer loading value are greater than 0.7 or have qualified as a study, then it can be stated that the indicator construct in the second model research is declared valid. Therefore, it can be concluded that the data is suitable for use in this study, so the researcher uses this second model in the study.

4.3 Discriminant Validity Test

4.3.1 Heterotrait Monotrait Ratio (HTMT) Value

The level of validity in this study can be seen through the results of the Discriminant Validity calculation on each construction indicator. The construct can be declared valid and meets the research requirements if the value of the Heterotrait monotrait ratio (HTMT) < 0.90.

4.3.2 Cross Loading Values

The Cross Loading value is the value between indicators and compares it with the block of variables next to it where the value between the indicator and the variable must be the highest compared to the value of the indicator with other blocks. The results of the Cross Loading value in this study can be seen in the following table:

Table 5. Cross Loading Value

| | Leadership | Job Satisfaction | Performance | Competence | Work Environment |
|------|------------|------------------|-------------|------------|------------------|
| X1.2 | 0.733 | 0.604 | 0.559 | 0.515 | 0.572 |
| X1.3 | 0.788 | 0.697 | 0.541 | 0.598 | 0.628 |
| X1.4 | 0.892 | 0.708 | 0.616 | 0.524 | 0.685 |
| X1.5 | 0.802 | 0.498 | 0.524 | 0.311 | 0.549 |
| X1.6 | 0.579 | 0.301 | 0.275 | 0.156 | 0.309 |

| | | | | | |
|-------|--------|--------|--------|--------|--------|
| X1.7 | 0.874 | 0.627 | 0.570 | 0.483 | 0.640 |
| X1.8 | 0.848 | 0.602 | 0.582 | 0.426 | 0.652 |
| X1.9 | 0.893 | 0.661 | 0.624 | 0.490 | 0.639 |
| X2.1 | 0.598 | 0.516 | 0.506 | 0.353 | 0.621 |
| X2.10 | 0.718 | 0.644 | 0.662 | 0.535 | 0.771 |
| X2.11 | 0.703 | 0.699 | 0.762 | 0.608 | 0.884 |
| X2.12 | 0.649 | 0.724 | 0.788 | 0.713 | 0.879 |
| X2.13 | 0.661 | 0.846 | 0.861 | 0.730 | 0.891 |
| X2.14 | -0.322 | -0.138 | -0.251 | 0.062 | -0.389 |
| X2.15 | 0.601 | 0.732 | 0.837 | 0.618 | 0.810 |
| X2.16 | 0.690 | 0.707 | 0.819 | 0.599 | 0.861 |
| X2.17 | -0.109 | 0.185 | 0.054 | 0.458 | -0.098 |
| X2.18 | 0.719 | 0.643 | 0.720 | 0.524 | 0.825 |
| X2.2 | -0.167 | -0.103 | -0.254 | 0.077 | -0.224 |
| X2.3 | 0.431 | 0.376 | 0.155 | 0.429 | 0.180 |
| X2.4 | 0.013 | 0.274 | 0.266 | 0.224 | 0.376 |
| X2.5 | 0.147 | 0.370 | 0.215 | 0.470 | 0.139 |
| X2.6 | 0.291 | 0.542 | 0.586 | 0.463 | 0.667 |
| X2.7 | 0.521 | 0.691 | 0.780 | 0.617 | 0.881 |
| X2.8 | -0.040 | 0.262 | 0.107 | 0.339 | -0.034 |
| X2.9 | -0.190 | -0.033 | -0.217 | 0.068 | -0.343 |
| X3.1 | 0.557 | 0.705 | 0.688 | 0.863 | 0.681 |
| X3.2 | 0.668 | 0.843 | 0.778 | 0.921 | 0.815 |
| X3.4 | 0.011 | 0.334 | 0.131 | 0.492 | 0.001 |
| X3.5 | 0.452 | 0.566 | 0.522 | 0.739 | 0.595 |
| X3.6 | 0.317 | 0.575 | 0.560 | 0.744 | 0.590 |
| X3.7 | 0.108 | 0.408 | 0.217 | 0.519 | 0.117 |
| X3.8 | 0.591 | 0.784 | 0.705 | 0.836 | 0.738 |
| X3.9 | -0.087 | 0.324 | 0.166 | 0.523 | 0.021 |
| Y.1 | 0.499 | 0.731 | 0.802 | 0.713 | 0.671 |
| Y.10 | 0.644 | 0.847 | 0.919 | 0.687 | 0.867 |
| Y.11 | 0.614 | 0.852 | 0.856 | 0.795 | 0.788 |
| Y.12 | 0.596 | 0.752 | 0.858 | 0.614 | 0.726 |
| Y.2 | 0.588 | 0.813 | 0.856 | 0.652 | 0.856 |
| Y.3 | -0.010 | 0.014 | -0.040 | -0.059 | 0.003 |
| Y.4 | 0.502 | 0.703 | 0.777 | 0.674 | 0.687 |
| Y.5 | 0.662 | 0.796 | 0.902 | 0.580 | 0.790 |
| Y.6 | -0.252 | -0.110 | -0.305 | 0.022 | -0.401 |
| Y.7 | 0.607 | 0.803 | 0.900 | 0.641 | 0.803 |
| Y.8 | 0.716 | 0.836 | 0.896 | 0.564 | 0.796 |
| Y.9 | -0.169 | -0.039 | -0.196 | 0.022 | -0.356 |
| Z.1 | 0.633 | 0.817 | 0.717 | 0.847 | 0.766 |
| Z.10 | 0.709 | 0.888 | 0.900 | 0.743 | 0.874 |
| Z.11 | 0.704 | 0.883 | 0.896 | 0.735 | 0.898 |
| Z.12 | -0.005 | 0.072 | -0.181 | 0.050 | -0.298 |
| Z.13 | 0.640 | 0.831 | 0.776 | 0.819 | 0.753 |
| Z.14 | 0.414 | 0.666 | 0.541 | 0.506 | 0.384 |
| Z.15 | 0.156 | 0.376 | 0.111 | 0.462 | 0.012 |
| Z.2 | 0.523 | 0.675 | 0.562 | 0.487 | 0.475 |
| Z.3 | 0.173 | 0.097 | -0.056 | -0.002 | -0.067 |
| Z.4. | 0.550 | 0.783 | 0.676 | 0.604 | 0.567 |
| Z.5 | 0.405 | 0.660 | 0.521 | 0.449 | 0.506 |
| Z.6 | -0.072 | 0.088 | -0.081 | -0.010 | -0.118 |

| | | | | | |
|------|--------|-------|--------|-------|--------|
| Z.7 | 0.448 | 0.670 | 0.445 | 0.537 | 0.368 |
| Z.8 | 0.682 | 0.868 | 0.766 | 0.618 | 0.701 |
| Z.9 | -0.076 | 0.000 | -0.260 | 0.071 | -0.351 |
| X1.1 | 0.712 | 0.556 | 0.651 | 0.403 | 0.658 |

Source: Primary data on SmartPLS Algorithm Processing in 2024

In table 4 above, it shows that the Cross Loading value between indicators with each variable has shown the highest value when compared to the value of the indicator with other blocks. Therefore, all variables have met the criteria in the Cross Loading test.

4.3.3 Fornel's Lacker's Value

This test is carried out by comparing the root value of the AVE so that it must be the highest of the correlation between variables with other construct variables or the AVE value must be higher than the square of the correlation between constructs or the square root of the mean variance extracted by a construct must be greater than the correlation between that construct and other constructs. The following are the results of Fornel's Lacker's test in this study:

Table 6. Fornell-Larcker's Analysis

| | Leadership | Job Satisfaction | Performance | Competence | Work Environment |
|------------------|------------|------------------|-------------|------------|------------------|
| Leadership | 0.797 | | | | |
| Job Satisfaction | 0.751 | 0.645 | | | |
| Performance | 0.704 | 0.907 | 0.756 | | |
| Competence | 0.565 | 0.837 | 0.742 | 0.722 | |
| Work Environment | 0.759 | 0.857 | 0.914 | 0.744 | 0.630 |

Source: Primary data of SmartPLS Algorithm Processing in 2024

Table 6 above shows that the results of the analysis of Fornell Larcker values between other indicators are significantly higher than the Fornell Larcker values observed in other variables. The findings of Fornell Larcker's analysis are in line with the established test conditions.

4.3.4 Reliability Testing

The researcher conducted a reliability test after knowing that the data in this study was declared valid. In this reliability test, the data can be declared reliable if the data is > 0.7 , the reliability test carried out by the researcher using the SmartPLS calculation can be seen from the Cronbach's Alpha value and the Composite Reability value.

The following are the results of the reliability test in this study

Table 7. Reliability Test Results

| | Cronbach's alpha | Composite reliability (rho a) | Average Variance Extracted (AVE) |
|------------------|------------------|-------------------------------|----------------------------------|
| Competence | 0.930 | 0.916 | 0.675 |
| Leadership | 0.930 | 0.933 | 0.742 |
| Work Environment | 0.950 | 0.953 | 0.713 |
| Job satisfaction | 0.927 | 0.936 | 0.737 |
| Performance | 0.958 | 0.961 | 0.751 |

Source: Primary data on SmartPLS Algorithm Processing in 2024

Based on table 7, the results of the reliability test above show that all variables are declared reliable because they meet the criteria that have been set, which is > 0.70 .

4.4 Inner Model

After evaluating the model and finding that each construct has met the requirements of Convergent Validity, Discriminant Validity, and Composite Reliability, the next step is the evaluation of the structural model which includes testing the fit of the model (fit model), Path Coefficient, Fit and R².

4.4.1 Path Coefficient

Table 8. Path Coefficient

| | Path coefficients |
|--------------------------------------|-------------------|
| Leadership-> Job satisfaction | 0.237 |
| Leadership -> Performance | -0.122 |
| Job Satisfaction -> Performance | 0.615 |
| Competencies -> Job satisfaction | 0.447 |
| Competencies> Performance | -0.136 |
| Work Environment -> Job Satisfaction | 0.345 |
| Work Environment -> Performance | 0.580 |

Source: Primary data on SmartPLS Algorithm Processing in 2024

Based on table 8 above, which is the result of eliminating several invalid statements, the Leadership variable has an influence on the job satisfaction variable by 0.237 or 23.7%. The job satisfaction variable has an influence on the performance variable by 0.615 or 61.5%. The competency variable has an influence on the job satisfaction variable by 0.447 or 44.7 %. The work environment variable has an influence on the job satisfaction variable by 0.345 or 34.5%. The work environment variable has an influence on the performance variable by 0.580 or 58%. The leadership variable has an influence on the performance placement variable 0.630 or 63.0%. On has an influence on the work variable of 0.561 or 56.1 %.

4.4.2 Fit Model

Table 9. Model Fit

| | Saturated Model | Estimated Model |
|-----|-----------------|-----------------|
| NFI | 0.745 | 0.745 |

Source: Primary data on SmartPLS Algorithm Processing in 2024

NFI values ranging from 0 – 1 are derived from the comparison between the hypothetical model and a particular independent model. The model has a high match if the value is close to 1. Based on the table above, the NFI value is at 0.745 which means it has a model match that can be declared good (Ghozali, 2021).

4.4.3 R Square

The inner model (inner relation, structural model, and substantive theory) describes the relationship between latent variables based on substantive theory. The structural model is evaluated using R-square for the dependent construct. The R² value can be used to assess the influence of certain endogenous variables and exogenous variables whether they have a substantive influence. An R² result above 0.67 = good category, an R² result of 0.33 – 0.67 = moderate category, and an R² result of 0.19 – 0.33 = weak category (Ghozali, 2021).

Table 10. R Square

| | R-square | R-square adjusted |
|------------------|----------|-------------------|
| Job Satisfaction | 0.847 | 0.844 |
| Performance | 0.902 | 0.900 |

Source: Primary data on SmartPLS Algorithm Processing in 2024

Based on table 10, the R Square value is 0.902, this means that 90% of the variation or change is influenced by (X2,X1,X3, Z to Y and while the remaining 84.7% is explained by other reasons, so it can be said that the R Square in the performance variable is moderate.

4.4.4 Hypothesis Test Results

To determine the structural relationship between latent variables, hypothesis testing of the path coefficients between variables must be carried out by comparing the p-value with alpha (0.05) or t-statistic of (>1.96). The magnitude of the P-value and also the t-statistics are obtained from the output on SmartPLS using the bootstrapping method. Hypothesis testing is seen from the results of the Bootstrapping Output test to determine the influence of research variables. The following results of the Bootstrapping Output test can be seen from the model image as follows:

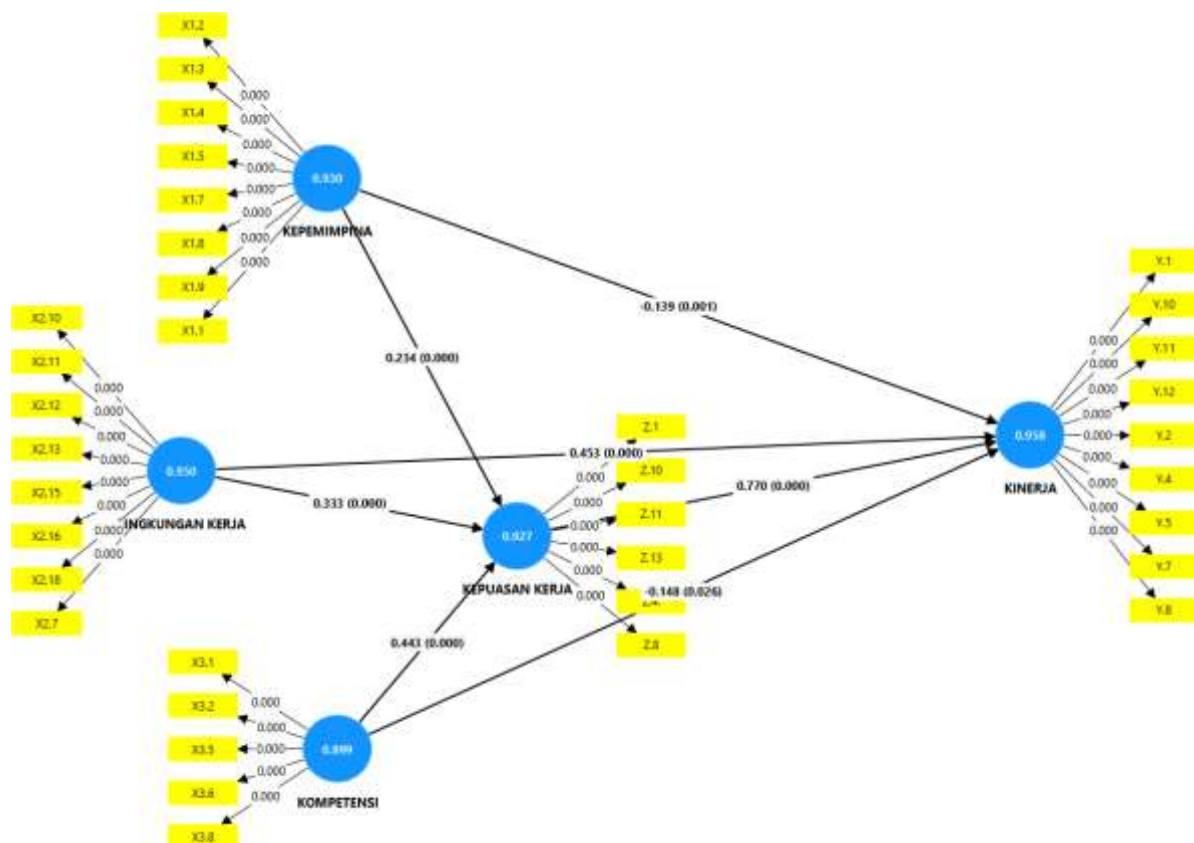


Figure 3. Output Bootstrapping

Source: Primary data on SmartPLS Bootstrapping in 2024

Based on the figure above, it can be explained that there are three independent variables, namely leadership, work environment and competence and one intervening variable, namely job satisfaction and one dependent variable, namely Performance. The influence of these variables can be seen in the following table:

Table 11. Results of direct hypothesis testing

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Leadership -> Job Satisfaction | 0.234 | 0.233 | 0.046 | 5.037 | 0.000 |
| Leadership -> Performance | -0.139 | -0.138 | 0.043 | 3.260 | 0.001 |
| Performance satisfaction -> Performance | 0.770 | 0.774 | 0.072 | 10.709 | 0.000 |

| | | | | | |
|--|--------|--------|-------|-------|-------|
| Competencies -> Job satisfaction | 0.443 | 0.446 | 0.049 | 9.126 | 0.000 |
| Competencies -> Performance | -0.148 | -0.151 | 0.066 | 2.230 | 0.026 |
| Performance environment -> the work papacy | 0.333 | 0.331 | 0.072 | 4.644 | 0.000 |
| Work Environment -> Performance | 0.453 | 0.451 | 0.048 | 9.428 | 0.000 |

Source: Primary data on SmartPLS Bootstrapping in 2024

In table 11 above, the results of the direct hypothesis test are as follows:

1. Leadership on Job Satisfaction.

Based on the results of the calculations that have been carried out, a T-statistical value of 5.037 and a p-value of 0.000 are obtained, this shows that the P-Value value of 0.000 is less than the alpha value (< 0.05) or with a t-statistic of 5.037 is greater than the t-critical value / t-table (> 1.96) then H_0 is rejected and H_a is accepted which means that leadership has a positive and significant effect on job satisfaction.

2. Job Satisfaction on Performance

Based on the results of the calculations that have been carried out, a T-statistical value of 10.709 and a p-value of 0.000 are obtained, this shows that the P-Value value of 0.000 is less than the alpha value (< 0.05) or with a t-statistic of 10.709 is greater than the t-critical value / t-table (> 1.96) then H_0 is rejected and H_a is accepted which means that job satisfaction has a positive and significant effect on Performance

3. Competence on job satisfaction.

Based on the results of the calculations that have been carried out, a T-statistical value of 9.126 and a p-value of 0.000 are obtained, this shows that the P-Value value of 0.000 is less than the alpha value (< 0.05) or with a t-statistic of 9.126 is greater than the t-critical value / t-table (> 1.96) then H_a is accepted, which means that competence has a positive and significant effect on job satisfaction.

4. Competence on Performance.

Based on the results of the calculations that have been carried out, a T-statistical value of 2,230 and a p-value of 0.026 are obtained, this shows that a P-Value of 0.026 is less than the alpha value (< 0.05) or with a t-statistic of 2,230 greater than the t-critical value / t-table (> 1.96) then H_a is accepted which means that competence has a positive and significant effect on performance.

5. Work Environment on Job Satisfaction.

Based on the results of the calculations that have been carried out, a T-statistical value of 4.644 and a p-value of 0.000 are obtained, this shows that the P-Value of 0.000 is less than the alpha value (< 0.05) or with a t-statistic of 4.644 is greater than the t-critical value / t-table (> 1.96) then H_a is accepted which means that the work environment has a positive and significant effect on job satisfaction

6. Work Environment on Performance.

Based on the results of the calculations that have been carried out, a T-statistical value of 9.428 and a p-value of 0.000 are obtained, this shows that the P-Value value of 0.000 is less than the alpha value (< 0.05) or with a t-statistic of 9.428 is greater than the t-critical value / t-table (> 1.96) then H_a is accepted which means that the work environment has a positive and significant effect on Performance

The following are the results of the indirect influence test:

Table 12. Results of indirect hypothesis testing

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Leadership -> Job satisfaction -> Performance | 0.180 | 0.181 | 0.042 | 4.249 | 0.000 |

| | | | | | |
|--|-------|-------|-------|-------|-------|
| Competence -> Job Satisfaction -> Performance | 0.341 | 0.346 | 0.057 | 6.041 | 0.000 |
| Performance environment -> Job satisfaction -> performance | 0.256 | 0.255 | 0.053 | 4.816 | 0.000 |

Source: Primary data on SmartPLS Bootstrapping in 2024

5. Conclusion

5.1 Conclusion

Based on this model, the following research hypotheses can be prepared:

1. Leadership directly on employee satisfaction at the Kundur Island Health Center in Karimun Regency, this can be seen that there is a positive relationship that good leadership will increase employee job satisfaction is significant
2. Leadership directly on employee performance at the UPT Kundur Island Health Center, Karimun Regency, there is an improvement in performance will be followed by good leadership, this is stated that leadership on significant performance
3. Job satisfaction directly affects employee performance at the Kundur Island Health Center in Karimun Regency, so with the increase in job satisfaction will increase performance, so it can be stated that job satisfaction with performance is significant
4. Competence directly to employee job satisfaction at the Kundur Island Health Center in Karimun Regency, then with the increase in competence will increase job satisfaction, so it can be stated that competence in job satisfaction is significant
5. Competence directly affects employee performance at the UPT Puskesmas Kundur island, Karimun Regency, so with the increase in competence will increase job satisfaction, so it can be stated that competence in performance is significant
6. The work environment directly affects job satisfaction at the Kundur Island Health Center in Karimun Regency, so with the increase in the work environment, job satisfaction will increase, so it can be stated that the work environment for job satisfaction is significant.
7. The work environment directly affects the performance of employees of the UPT Kundur Island Health Center, Karimun Regency, so with the increase in the work environment, performance will increase, so it can be stated that the work environment for performance is significant.
8. Indirectly between leadership and performance of $4,219 > 2,475$, thus it can be stated that leadership mediates performance on job satisfaction at the Kundur Island Health Center in Karimun Regency
9. Indirectly between competence and performance of $6,041 > 2,475$, thus it can be stated that competence mediates between performance and job satisfaction at UPT Puskesmas in Kundur Island, Karimun Regency
10. Indirectly between the work environment and performance through the work average of $4,816 > 2,475$, thus it can be stated that the work environment mediates between performance and job satisfaction at the Kundur Island Health Center in Karimun Regency.

5.2 Suggestions

1. Leadership
Regarding leadership, it is recommended that the Head of the UPT Kundur Island Health Center, Karimun Regency, in order to maintain leadership that has been running well, and can increase capacity and capabilities in themselves and the organization they lead.
2. Work Environment
Regarding the work environment, it is recommended that the head of the Kundur Island Health Center in Karimun Regency, maintain or improve a comfortable work environment not only in the physical environment but also in the non-physical environment such as the psychological environment of employees who work in providing services.
3. Competence
Regarding Competence, it is recommended that the Head of the Kundur Island Health Center in

Karimun Regency to optimize the competencies possessed by employees in accordance with their competencies and place them in accordance with their education and expertise and follow up to date technological developments.

4. Job Satisfaction

Regarding job satisfaction, it is recommended that the Head of the Kundur Island Health Center in Karimun Regency, to be able to provide a sense of security and comfort at work so that employees feel at home to work.

5. Performance

Regarding Performance, it is recommended that the Head of the UPT Kundur Island Health Center, Karimun Regency, to be able to pay attention to matters related to performance improvement, especially leadership issues, work environment, competence and job satisfaction owned by the health center so that employees feel that they get attention and appreciation at work.

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