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

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Abstract

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

Research Methodology: This research method is quantitative in nature which is analyzed using the Smart PLS application from the data of the questionnaire results with 205 respondents, it is concluded that leadership, work environment, competence and job satisfaction directly and significantly affect the performance at the UPT Kundur Island Health Center, Karimun Regency.

Results: it is concluded that leadership, work environment, competence and job satisfaction directly and significantly affect the performance at the UPT Kundur Island Health Center, Karimun Regency. Leadership, work environment, competence directly and significantly affect the performance at the Kundur Island Health Center UPT, Karimun Regency. As for the indirect influence of Leadership, Work Environment and competence on performance through job satisfaction.

Recommendation: In this case, it is recommended to the head of the Kundur Island Health Center, namely 1). Optimizing the number of employees so that they can work optimally so that the resulting performance becomes better and on target by carrying out training or education related to their performance, 2). Strive to maintain a comfortable and safe work environment and be able to make employees feel at home at work, 3) Optimize existing competencies in accordance with the duties and responsibilities given in order to be able to keep up with technological developments up to date. So that it makes employees feel the attention of the leadership and the comfort of the work environment and supported by good competence so that employees feel job satisfaction in order to produce optimal performance.

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

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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 (2023), 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 Tannenbaum, Weschler and Mussarik (1961) in Chairunnisah, KM, and Mataram (2021) article 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. C. Turney (1992) in Duryadi (2021) proposed the definition of leadership as 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 Tead (Eliyana, Ma'arif, & Muzakki, 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 Evanita (2013), 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.

Another opinion about leaders is put forward by Alfarizi (2021) is the growing understanding that 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 (Suwarto, 2020). Kotter says only through leadership can culture develop and adapt to change (Bora, Fanggidae, & Fanggidae, 2023). Luthans, Luthans, and Luthans (2015) 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 A. P. Mangkunegara (2017) 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. According to Nitisemito (2016), 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 Ayubi and Hasibuan and P. (2014), 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 (2016) 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 and 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. Competencies

According to Chika, Oshiogwemoh, 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 H. Sedarmayanti (2018) 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 Sedarmayanti (2015) Competence is the attitude required by a person to carry out his work satisfactorily. According to Robbins, Judge, and Judge (2019), 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 (abillty) 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 Wibowo (2014), 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 (2020) 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.

Dessler (2015) 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 (Handoko, 2008). 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.

2.6. Employee Performance

According to Bora et al. (2023), 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 M. Mangkunegara and Hasibuan (2000), 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 (2010), 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

It	Gender	Sum	Percentage
1	Male	44	21.5%
2	Woman	161	78,5 %
	Sum	205	100 %
It	Education	Sum	Percentage
1	Strata (S1)	64	31 %
2	Diploma (D3)	126	62 %
3	High School	15	7 %
	Sum	205	100 %
It	Age/Age	Sum	Percentage
1	15 – 20 Years	7	3,4 %
2	21 – 30 Years	30	14,6 %

3	31 – 40 Years	76	37 %
4	41 – 50 Years	80	39 %
7	> 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

It	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)	Job Performance Skill Attitude Leadership	Likert
2.	Leadership	It is a way to influence others, so that they are willing to bring out their best virtues and capabilities in the process of value creation.	1.Managerial Skills 2. Motivation skills 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	Knowledge Skill Attitude	Likert

5.	Job Satisfaction	His emotional attitude is pleasant and loves his work which is reflected by work morale, discipline, and performance.	) Satisfaction with the award. b) Satisfaction with the work situation, c) Satisfaction with supervision and management d) Satisfaction with the communication of superiors and colleagues e) Satisfaction with the company's philosophy and policies f) 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.
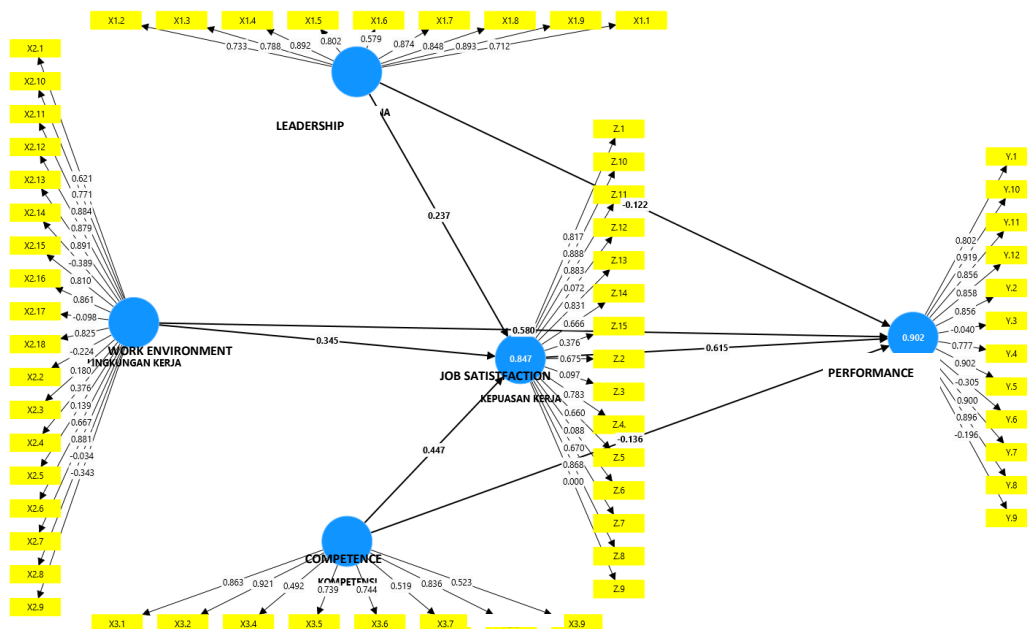

Figure 1.

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 Heterotraite 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	oom	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 & Latan, 2015b).

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 & Latan, 2015a).

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:
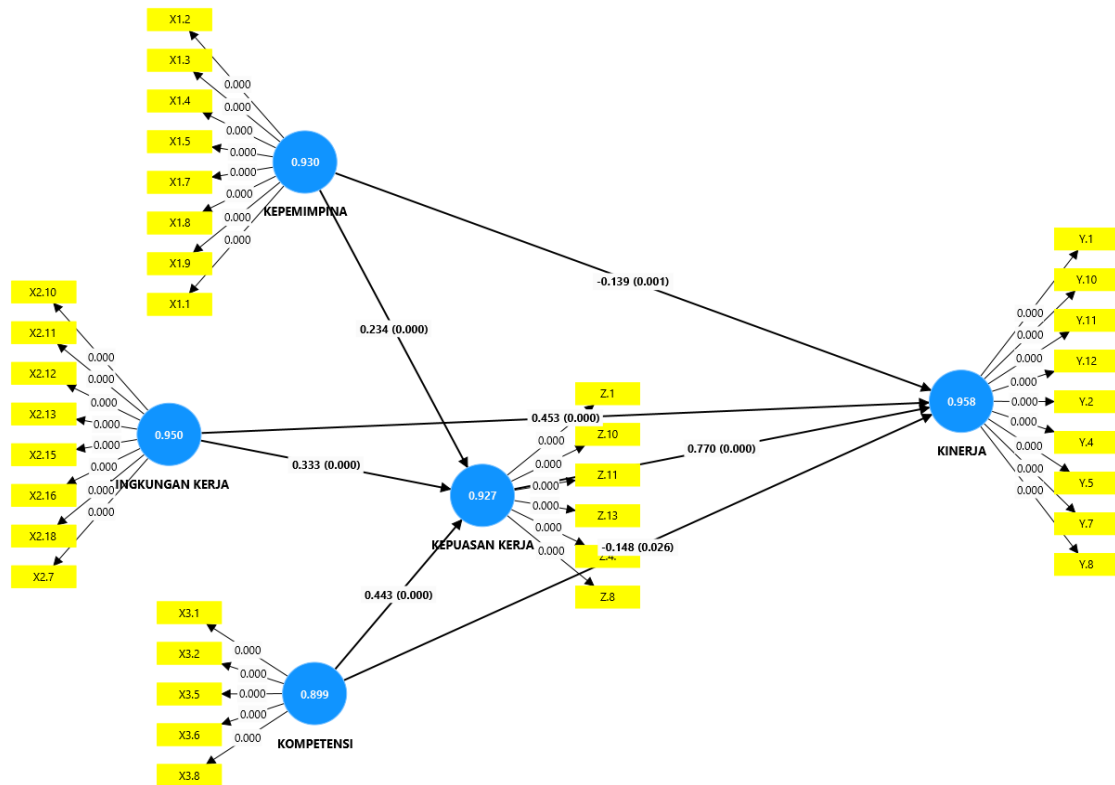
Figure 3. Output Bootstrapping
Source: Primary data on SmartPLS Bootstrapping in 2024

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 H0 is rejected and Ha 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 H0 is rejected and Ha 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 Ha 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 Ha 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 Ha 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 Ha 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. Conlusion

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 *Suggestion*

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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