

Effects of Leadership Style and Work Environment on Job Satisfaction and Employee Performance in Community Health Centers

Khuzaimah Triverta¹⁾, Setyo Sri Rahardjo²⁾, Bhisma Murti¹⁾,
Okid Parama Astirin³⁾, Erindra Budi Cahyanto⁴⁾

¹⁾Master's Program in Public Health, Universitas Sebelas Maret

²⁾Department of Pharmacology, Faculty of Medicine, Universitas Sebelas Maret

³⁾Faculty of Math and Sciences, Universitas Sebelas Maret

⁴⁾Diploma IV of Anesthesiology, Vocational School, Universitas Sebelas Maret

Received: August 29, 2025; Accepted: January 01, 2025; Available online: January 16, 2026

ABSTRACT

Background: As primary health care facilities, Community Health Centers (Puskesmas) require human resources with optimal performance and high levels of job satisfaction. Employee performance is influenced by various factors, including leadership characteristics, work environment, salary, and length of service. This study aimed to examine the effects of leadership characteristics, work environment, salary, and length of service on job satisfaction and employee performance at Puskesmas.

Subjects and Method: This quantitative study employed a cross-sectional design and involved 170 civil servant employees selected through proportional random sampling. Data were collected using a structured questionnaire and analyzed using path analysis.

Results: The findings revealed significant indirect effects of leadership characteristics ($b = 0.47$; 95% CI = 0.36 to 0.59; $p < 0.001$), work environment ($b = 0.49$; 95% CI = 0.38 to 0.59; $p < 0.001$), and salary ($b = 0.15$; 95% CI = 0.04 to 0.25; $p = 0.005$) on employee performance through job satisfaction. Length of service had a significant indirect effect on job satisfaction and employee performance through salary ($b = 0.36$; 95% CI = 0.24 to 0.48; $p < 0.001$). In addition, job satisfaction had a direct and statistically significant effect on employee performance at Puskesmas ($b = 0.37$; 95% CI = 0.26 to 0.48; $p < 0.001$).

Conclusion: Leadership characteristics, work environment, salary, and length of service play important roles in shaping job satisfaction and employee performance at Puskesmas. Leadership, work environment, and salary enhance employee performance indirectly through job satisfaction. Length of service does not have a direct effect on performance but influences it indirectly through salary. Furthermore, job satisfaction has a direct and significant impact on employee performance.

Keywords: leadership, work environment, length of service, job satisfaction, work performance

Correspondence:

Setyo Sri Rahardjo. Department of Pharmacology, Faculty of Medicine, Universitas Sebelas Maret. Jl. Ir. Sutami 36A, Surakarta, Central Java 57126, Indonesia. Email: setyosri@staff.uns.ac.id.

Cite this as:

Triverta K, Rahardjo SS, Murti B, Astirin OP, Cahyanto EB (2026). Effects of Leadership Style and Work Environment on Job Satisfaction and Employee Performance in Community Health Centers. *Health Policy Manage.* 11(01): 102-115. <https://doi.org/10.26911/thejhpm.2026.11.01.11>.



© Khuzaimah Triverta. Published by Master's Program of Public Health, Universitas Sebelas Maret, Surakarta. This open-access article is distributed under the terms of the [Creative Commons Attribution 4.0 International \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/). Re-use is permitted for any purpose, provided attribution is given to the author and the source is cited.

BACKGROUND

Community Health Centers (Puskesmas) serve as the frontline of health service delivery in Indonesia. According to the Regulation of the Minister of Health No. 43 of 2019, Puskesmas are primary health care facilities responsible for implementing both public health efforts and individual health services. As public service institutions, Puskesmas play a strategic role not only in providing basic health services but also as centers for community engagement and health promotion within their respective service areas.

Leadership is a critical organizational component, as leaders are expected to be wise, competent, assertive, and authoritative, and capable of guiding organizations toward shared goals. Leadership characteristics refer to the personal qualities and capacities that enable leaders to influence, direct, and motivate their subordinates. The influence of leaders on employees is essential for organizational development; therefore, leaders must carefully apply leadership styles that can effectively enhance employee performance. Appropriate leadership plays a central role in shaping employee behavior, work motivation, and overall performance.

Effective leadership is characterized by the ability to adapt leadership styles to the maturity and competence of employees. In the context of Puskesmas, leadership has a significant impact on organizational performance and the quality of health services delivered. Previous studies have shown that leadership positively affects organizational performance and service quality in primary health care settings (Amir et al., 2021) and enhances work motivation and job satisfaction among health workers (Gebreheat et al., 2023). Optimal health service delivery is the primary goal of all health facilities, including Puskesmas, which requires qualified human resources with high performance and strong

job satisfaction. Consequently, identifying factors that influence employee performance and job satisfaction is crucial.

Leadership style and work environment are two major factors consistently associated with employee performance and job satisfaction. Leadership style plays an important role in shaping employee motivation, work attitudes, and commitment. Effective leaders are able to create supportive work environments, provide clear direction, and foster harmonious relationships with employees. Such leadership practices can improve employee motivation and, in turn, enhance performance (Waworundeng et al., 2021). Leaders who acknowledge employee needs and aspirations also contribute to higher job satisfaction, which ultimately improves organizational effectiveness.

In addition to leadership, the work environment significantly influences employee performance and job satisfaction. A conducive work environment, encompassing both physical and non-physical aspects, provides comfort and support for employees in performing their duties. Physical aspects include workplace facilities, cleanliness, lighting, and spatial comfort, while non-physical aspects involve interpersonal relationships, organizational culture, and support from supervisors and colleagues. Previous evidence suggests that leadership and work environment jointly affect the effectiveness of performance in public health organizations (Klein, 2020).

Performance is defined as the work outcomes achieved by employees in accordance with predetermined objectives. Leadership is essential for coordinating collective efforts and guiding individuals toward organizational goals (Hakiki & Setiana, 2023). Recent studies have demonstrated that leadership, non-physical work environment, and compensation significantly

influence employee performance in Puskesmas settings (Presilawati et al., 2022). Job satisfaction is achieved when key influencing factors are adequately fulfilled, including leadership, work environment, salary, and length of service.

Leadership is fundamental to organizational development, as organizations cannot effectively achieve goals or adapt to internal and external changes without strong leadership. Leaders exert substantial influence over employee attitudes, job satisfaction, and performance. Similarly, the work environment affects employees' ability to perform their tasks effectively. An ideal work environment supports employees physically and psychologically, enabling them to work optimally, safely, and comfortably. Positive social interactions in the workplace have been shown to enhance job satisfaction and performance among health workers (Jopanda, 2021).

Unlike business organizations or industrial sectors, Puskesmas operate within a unique public service context that demands high levels of dedication from employees. Heavy workloads, limited resources, and increasing expectations for service quality present significant challenges. Therefore, a focused examination of how leadership characteristics and work environment influence employee performance and job satisfaction in Puskesmas is warranted. Leadership behavior is also closely related to the work environment, as poor relationships between supervisors and subordinates can create unfavorable working conditions. In addition to leadership and work environment, salary and length of service have been identified as important factors influencing employee performance (Gebreheat et al., 2023).

This study aims to examine the effects of leadership characteristics and work environment on job satisfaction and

performance among Puskesmas employees. By identifying key determinants of employee performance and satisfaction, the findings are expected to provide practical recommendations for Puskesmas management to improve organizational effectiveness and efficiency. Thus, this study contributes not only to the academic field of human resource management but also offers practical implications for enhancing the quality of primary health care services.

SUBJECTS AND METHOD

1. Study design

This study employed a quantitative research approach with a cross-sectional design. The research was conducted in 17 Community Health Centers (Puskesmas) in Surakarta, Central Java, Indonesia, from June to July 2025.

2. Population and Sample

The study population consisted of civil servant employees working at 17 Puskesmas in Surakarta City. A proportional random sampling technique was used to select 170 respondents from the following Puskesmas: Pajang, Penumping, Purwosari, Jayengan, Kratonan, Gajahan, Sangkrah, Purwodiningratan, Ngoresan, Sibela, Pucangsawit, Nusukan, Manahan, Gilingan, Banyuanyar, Setabelan, and Gambir Sari.

3. Study Variables

Independent variables included leadership characteristics, work environment, salary, and length of service. The dependent variables were job satisfaction and employee performance at Puskesmas.

4. Operational Definition of Variables

Leadership characteristics refer to personal attributes of leaders, including effective communication, empathy, integrity, adaptability, collaboration, decision-making ability, recognition, and feedback. Work environment encompasses physical and non-physical conditions in the workplace

that influence employee comfort, productivity, and job satisfaction. Salary refers to financial compensation received by employees. Length of service is defined as the duration of employment measured in years.

5. Research Instrument

Data were collected using a structured questionnaire containing items related to leadership characteristics, work environment, salary, length of service, job satisfaction, and employee performance. Questionnaires were distributed directly to respondents who met the inclusion and exclusion criteria.

6. Data Analysis

Data analysis included univariate analysis to describe respondent characteristics and study variables, bivariate analysis to examine associations between independent and dependent variables, and multivariate analysis using path analysis. Statistical analyses were performed using STATA version 13.

7. Ethical Considerations

Ethical principles, including informed consent, anonymity, and confidentiality, were strictly observed throughout the study. Ethical approval was obtained from the

Health Research Ethics Committee of Dr. Moewardi General Hospital, Surakarta, Indonesia (No. 1.286/VI/HREC/2025).

RESULTS

1. Univariate Analysis

Univariate analysis was conducted to describe respondent characteristics and study variables, including leadership characteristics, work environment, salary, length of service, job satisfaction, and employee performance. Table 1 presents the frequency distribution of sample characteristics based on sex, age, length of service, education level, employment status, job position, and income. Female employees constituted the majority of respondents, with 152 individuals (89.41%), compared to 18 male employees (10.59%). The most common highest educational attainment was a Diploma III, reported by 115 respondents (67.65%). Regarding employment status, most respondents were civil servants, totaling 120 individuals (70.59%). The most frequently reported job position was midwife, accounting for 33 respondents (19.41%). The largest age group was 30–39 years, comprising 82 respondents (48.20%).

Table 1. Sample Characteristics (Categorical Variables)

| Category | n | % |
|---|-----|-------|
| Sex | | |
| Female | 152 | 89.41 |
| Male | 18 | 10.59 |
| Highest education level | | |
| Senior high school | 13 | 1.76 |
| Diploma III | 3 | 67.65 |
| College | 7 | 19.41 |
| Postgraduate | 2 | 1.18 |
| Profession | 17 | 10.00 |
| Employment status | | |
| Civil servant | 120 | 70.59 |
| Government Employees with Employment Contracts (PPPK) | 50 | 29.51 |
| Work type | | |
| Health workers | 158 | 92.94 |

| Category | n | % |
|--------------------|----|------|
| Non health workers | 12 | 7.06 |
| Age | | |
| 20 – 29 years old | 33 | 19.4 |
| 30 – 39 years old | 82 | 48.2 |
| ≥40 years old | 55 | 32.4 |

Table 2 shows that the leadership characteristics variable had a mean score of 99.87 (SD= 14.16). The work environment variable had a mean score of 28.20 (SD = 3.61). Job satisfaction had a mean score of 32.66 (SD= 3.57), while employee performance had a mean score of 30.11 (SD = 3.22). The mean length of service was 9.49 years

(SD = 7.97). The average monthly salary was IDR 4,135,661 (SD = 1,501,323).

In all variables, the standard deviation values were smaller than their respective mean values, indicating low data dispersion and suggesting that the data are representative of the study population. Therefore, the observed values can be considered adequate for describing each research variable.

Table 2. Results of Univariate Analysis for Continuous Data

| Variables | N | Mean | SD | Min. | Max. |
|----------------------------|-----|-----------|-----------|-----------|------------|
| Leadership style | 170 | 99.87 | 14.16 | 42 | 120 |
| Work environment | 170 | 28.20 | 3.61 | 18 | 35 |
| Salary (Indonesian Rupiah) | 170 | 4,135,661 | 1,501,323 | 2,000,000 | 10,000,000 |
| Tenure (years) | 170 | 9.49 | 7.97 | 1 | 30 |
| Work satisfaction | 170 | 32.66 | 3.57 | 24 | 40 |
| Work performance | 170 | 30.11 | 3.22 | 21 | 35 |

2. Bivariate Analysis

Bivariate analysis was conducted to examine the relationship between two study variables using simple linear regression analysis. Table 3 demonstrates statistically significant positive associations between leadership characteristics, work environment, salary, length of service, and job satisfaction among employees.

Leadership characteristics were positively and significantly associated with job satisfaction. A one-unit increase in the leadership characteristics score was associated with a 0.17-unit increase in job satisfaction (b = 0.17; 95% CI = 0.14 to 0.20; p < 0.001).

The work environment also showed a strong positive and statistically significant

relationship with job satisfaction. Each one-unit increase in the work environment score was followed by a 0.70-unit increase in job satisfaction (b = 0.70; 95% CI = 0.60 to 0.81; p < 0.001).

Salary was positively and significantly associated with job satisfaction. A one-unit increase in salary score corresponded to a 0.92-unit increase in job satisfaction (b = 0.92; 95% CI = 0.58 to 1.24; p < 0.001).

Length of service was also positively associated with job satisfaction and reached statistical significance. Each additional unit increase in length of service was associated with a 0.07-unit increase in job satisfaction (b = 0.07; 95% CI = 0.00 to 0.14; p = 0.042).

Table 3. Results of Simple Linear Regression Analysis of Leadership, Work Environment, Salary, and Length of Service on Job Satisfaction

| Independent variables | Regression coef. (b) | 95% CI | | P |
|-----------------------|----------------------|-------------|-------------|--------|
| | | Lower limit | Upper limit | |
| Leadership style | 0.17 | 0.14 | 0.20 | <0.001 |
| Work environment | 0.70 | 0.60 | 0.81 | <0.001 |
| Salary | 0.92 | 0.58 | 1.24 | <0.001 |
| Tenure | 0.07 | 0.00 | 0.14 | 0.042 |

3. Multivariate analysis

Table 4 shows statistically significant positive relationships between leadership characteristics, work environment, salary, job satisfaction, and employee performance.

Leadership characteristics were positively and significantly associated with employee performance. Each one-unit increase in leadership characteristics score was followed by a 0.08-unit increase in performance (b = 0.08; 95% CI = 0.22 to 0.47; p < 0.001).

The work environment demonstrated a significant positive relationship with employee performance. A one-unit improvement in the work environment score was associated with a 0.35-unit increase in performance (b = 0.35; 95% CI = 0.33 to 0.57; p < 0.001).

Salary was also positively and significantly related to employee performance. Each one-unit increase in salary score was associated with a 0.52-unit increase in performance (b = 0.52; 95% CI = 0.20 to 0.84; p = 0.001).

In contrast, length of service showed a negative but non-significant association with employee performance. A one-unit increase in length of service was associated with no meaningful change in performance (b = 0.00; 95% CI = -0.06 to 0.06; p = 0.991).

Job satisfaction demonstrated a strong and statistically significant positive association with employee performance. Each one-unit increase in job satisfaction score was followed by a 0.45-unit increase in performance (b = 0.45; 95% CI = 0.05 to 0.12; p < 0.001).

Table 4. Results of Simple Linear Regression Analysis of Leadership, Work Environment, Salary, Length of Service, and Job Satisfaction on Employee Performance

| Independent variables | Regression coef. (b) | 95% CI | | P |
|-----------------------|----------------------|-------------|-------------|--------|
| | | Lower limit | Upper limit | |
| Leadership style | 0.08 | 0.05 | 0.12 | <0.001 |
| Work environment | 0.35 | 0.22 | 0.47 | <0.001 |
| Salary | 0.52 | 0.20 | 0.84 | 0.001 |
| Tenure | 0.00 | -0.06 | 0.06 | 0.991 |
| Work satisfaction | 0.45 | 0.33 | 0.57 | <0.001 |

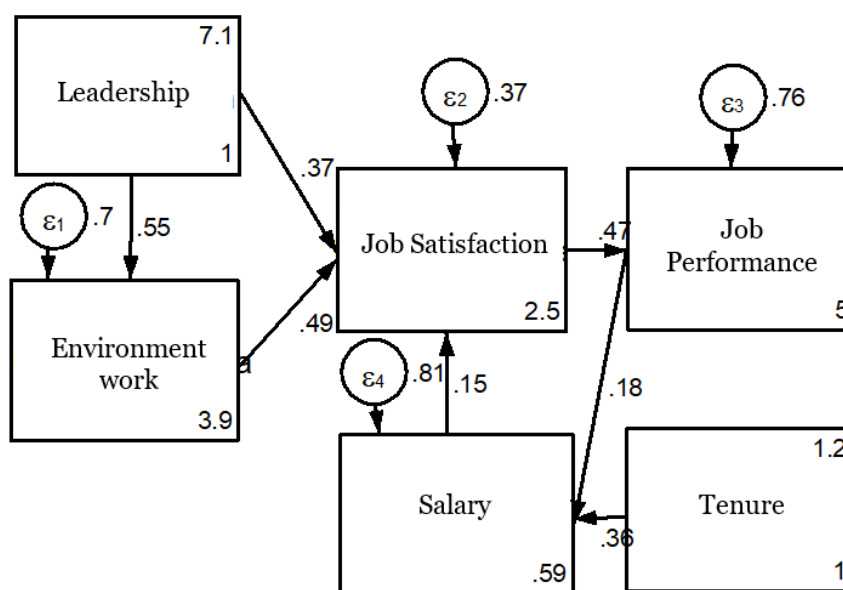


Figure 1. Path Analysis Results of the Effects of Leadership Characteristics, Work Environment, Salary, and Length of Service on Job Satisfaction, and Employee Performance at Community Health Centers

Figure 1 presents the specified path model illustrating the relationships among the study variables. Leadership characteristics, work environment, and salary influence employee performance indirectly through job satisfaction. Length of service affects job satisfaction and employee performance indirectly through salary. The model comprises six observed variables, including two exogenous variables and four endogenous variables, with a total of eleven estimated parameters. This results in a degree of freedom (df) of 8, indicating that the model is appropriate for path analysis.

Table 5 displays the results of the multivariate analysis, showing that the tested model demonstrates a good overall fit. The goodness-of-fit indices indicate acceptable model fit ($\chi^2 = 12.63$; $p = 0.082$; RMSEA = 0.069; CFI = 0.982; TLI = 0.964; SRMR = 0.065; CD = 0.583).

The results of the path analysis indicate that higher job satisfaction is associated with improved employee performance, and this relationship is

statistically significant. A one-unit increase in the job satisfaction score corresponds to a 0.37-unit increase in performance ($b = 0.37$; 95% CI = 0.26 to 0.48; $p < 0.001$).

The path analysis further demonstrates that stronger leadership characteristics are significantly associated with higher job satisfaction. Each one-unit increase in the leadership characteristics score leads to a 0.47-unit increase in job satisfaction ($b = 0.47$; 95% CI = 0.36 to 0.59; $p < 0.001$).

A more positive work environment is also significantly related to greater job satisfaction. A one-unit increase in the work environment score is followed by a 0.49-unit increase in job satisfaction ($b = 0.49$; 95% CI = 0.38 to 0.59; $p < 0.001$).

In addition, salary shows a positive and statistically significant effect on job satisfaction. A one-unit increase in salary is associated with a 0.15-unit increase in job satisfaction ($b = 0.15$; 95% CI = 0.04 to 0.25; $p = 0.005$).

Length of service is positively and significantly associated with salary. A one-unit increase in length of service results in a 0.36-unit increase in salary ($b = 0.36$; 95% CI = 0.24 to 0.48; $p < 0.001$).

The analysis also reveals a significant positive relationship between employee performance and salary. A one-unit increase in performance is associated with a 0.18-

unit increase in salary ($b = 0.18$; 95% CI = 0.04 to 0.32; $p = 0.009$).

Finally, stronger leadership characteristics are significantly associated with improvements in the work environment. A one-unit increase in leadership characteristics leads to a 0.55-unit increase in the work environment score ($b = 0.55$; 95% CI = 0.46 to 0.65; $p < 0.001$).

Table 5. Standardized path coefficients of the effects of leadership characteristics, work environment, salary, and length of service on job satisfaction and employee performance at community health centers

| Study variables | Standardized path coef. (b) | 95% CI | | p |
|--|-----------------------------|-------------|-------------|---------|
| | | Lower limit | Upper limit | |
| Direct effect | | | | |
| Work performance ← Work satisfaction | 0.47 | 0.36 | 0.59 | < 0.001 |
| Indirect effect | | | | |
| Work satisfaction ← Leadership style | 0.37 | 0.26 | 0.48 | < 0.001 |
| Work satisfaction ← Work environment | 0.49 | 0.38 | 0.59 | < 0.001 |
| Salary ← Salary | 0.15 | 0.04 | 0.25 | 0.005 |
| Salary ← Tenure | 0.36 | 0.24 | 0.48 | < 0.001 |
| Salary ← Work performance | 0.18 | 0.04 | 0.32 | 0.009 |
| Work environment ← Leadership style | 0.55 | 0.46 | 0.65 | <0.001 |
| Number of observations= 170; Chi2 = 12.63; p = 0.082; RMSEA = 0.069; CFI = 0.982; TLI = 0.964; SRMR = 0.065; CD = 0.583. | | | | |

DISCUSSION

1. The Effect of Leadership Style on Job Satisfaction and Employee Performance

This study confirms the hypothesis that leadership characteristics influence both job satisfaction and employee performance at community health centers (Puskesmas). Path analysis revealed a significant indirect effect of leadership characteristics on performance through job satisfaction. This finding indicates that job satisfaction plays a critical mediating role in translating leadership quality into improved employee performance. Employees who report higher job satisfaction tend to demonstrate more optimal performance outcomes.

These findings are consistent with the study by Trisatria and Akyuwen (2024)

conducted in Tegal Regency, which emphasized job satisfaction as a key mechanism linking leadership style to work outcomes. Additional support is provided by Elwan et al. (2023), who highlighted that a harmonious nonphysical work environment, characterized by effective communication between supervisors and subordinates as well as among colleagues, strengthens this relationship.

The partial mediation of job satisfaction suggests that leadership affects performance not only directly but also through psychological processes. Sari and Fuadati (2022) demonstrated that job satisfaction significantly explains the magnitude of leadership influence on performance. Leaders who act fairly, provide clear direction, and listen to employee input foster

higher job satisfaction, which subsequently enhances work performance (Hidayat et al., 2023). Nasra et al. (2020) further emphasized that effective leadership extends beyond achieving organizational goals to creating employee satisfaction that drives motivation, productivity, and work quality. Employees who feel valued and supported tend to be more enthusiastic, complete tasks on time, and strive to meet organizational targets. When combined with contractual incentives and promotion opportunities, job satisfaction becomes more robust. Therefore, strong leadership characteristics contribute to higher job satisfaction, which ultimately leads to improved employee performance at Puskesmas.

2. The Effect of the Work Environment on Job Satisfaction and Employee Performance

The results demonstrate that the work environment significantly affects both job satisfaction and employee performance at Puskesmas. Path analysis identified a significant indirect relationship between the work environment and performance through job satisfaction. This indicates that employees with higher job satisfaction are more likely to exhibit superior performance compared to those with lower satisfaction levels.

These findings align with the study by Salhuteru and Husepuny (2025) among Puskesmas employees in Central Maluku Regency, which found a strong association between work environment conditions and job satisfaction. A supportive and comfortable work environment fosters a sense of belonging and satisfaction, thereby increasing motivation and encouraging employees to deliver their best performance. In this sense, a conducive work environment enhances job satisfaction, which serves as a key mechanism for improving employee performance (Suwandana, 2025).

Furthermore, high job satisfaction enables employees to adapt more effectively to their work environment and perform their duties efficiently. A supportive physical and nonphysical environment yields greater benefits when accompanied by job satisfaction. Satisfied employees are better able to manage stress and workplace conflict, whereas dissatisfied employees often fail to utilize their work environment optimally, resulting in diminished performance. Physical aspects such as adequate lighting, workspace size, temperature, and facilities support effective task completion. Meanwhile, nonphysical factors including interpersonal relationships, leadership support, and organizational climate significantly influence job satisfaction.

Management plays a crucial role in fostering a healthy work environment by maintaining open communication, providing fair recognition, strengthening teamwork, and offering continuous human resource development programs. These efforts contribute to improvements in both job satisfaction and employee performance (Salhuteru and Husepuny, 2025). Tuahuns et al. (2023) further emphasized that a healthy work environment not only promotes comfort and safety but also builds trust, collaboration, and harmonious organizational relationships, thereby increasing motivation, emotional attachment, and organizational loyalty among employees.

3. The Effect of Salary on Job Satisfaction and Employee Performance

Path analysis showed that salary has a significant indirect effect on performance through job satisfaction. Adequate and structured salary systems are a key determinant of job satisfaction, particularly task satisfaction, as they represent tangible recognition of individual contributions (Chen et al., 2023). Studies in healthcare and public sector organizations similarly

report that salary satisfaction is positively associated with overall job satisfaction, underscoring salary as a material factor that enhances employee well-being.

Salary satisfaction is shaped by perceptions of fairness, social comparison, and individual living standards. Compensation that meets or exceeds expectations increases job satisfaction, whereas perceived unfairness reduces satisfaction. Thus, salary functions not only as financial compensation but also as an indicator of recognition and equity that affects employees' psychological well-being (Adriaans et al., 2023). This study is consistent with Zailani and Artanto (2024) and Tarigan et al. (2025), who found that job satisfaction mediates the relationship between salary and performance. Competitive and timely compensation enhances satisfaction, which subsequently improves performance.

The relationship between salary and performance is reciprocal. Salary can motivate higher performance, while strong performance can influence salary levels. Path analysis revealed a direct effect of performance on salary. Performance-based pay has been shown to positively affect task performance (Chen et al., 2023) and is largely determined by performance evaluations (Shamki and Al Shehemi, 2019). Therefore, salary and performance are interconnected through job satisfaction, with fair compensation fostering performance while enhancing organizational loyalty and productivity.

4. Effect of Length of Service on Job Satisfaction and Employee Performance

Path analysis indicated a significant indirect effect of length of service on job satisfaction through salary, which subsequently influences performance. This suggests that length of service affects performance

indirectly via salary and job satisfaction. Employees with longer tenure generally report higher job satisfaction.

These findings align with Baniamin et al. (2023) in the public sector context in Nepal and Yahya et al. (2023), who found significant associations between tenure and job satisfaction. Longer tenure often contributes to greater job stability, accumulated experience, and a stronger sense of organizational belonging. However, excessive tenure may reduce satisfaction when opportunities for promotion and career advancement are limited, indicating that the effect of tenure is highly contextual and dependent on reward systems and organizational dynamics (Baniamin et al., 2023).

Tenure is also associated with satisfaction related to coworker relationships. Employees with longer tenure tend to experience more stable satisfaction due to stronger social ties formed over time (Noor et al., 2019). This study supports the hypothesis that tenure influences performance through salary and job satisfaction. As job satisfaction increases, performance improves accordingly, consistent with Yang et al. (2022).

Although tenure contributes to the accumulation of experience and skills that may enhance performance, its effects are not always direct. Several studies suggest that tenure influences psychological aspects such as job satisfaction, which then determines how effectively experience translates into actual performance (Berhanu, 2023). Job satisfaction thus serves as a critical mediator by enhancing motivation, commitment, and psychological well-being, all of which promote higher performance. Organizations aiming to maximize the positive effects of tenure should therefore prioritize compensation fairness, career development opportunities, clear promotion pathways, and

equitable recognition systems (Yang et al., 2024).

5. Effect of Job Satisfaction on Employee Performance

This study identified a significant relationship between job satisfaction and employee performance. These findings are consistent with Andri and Kuswati (2024), who reported a significant effect of job satisfaction on employee performance at community health center. Similarly, Permana et al. (2025) found that job satisfaction positively influenced employee performance, with a regression coefficient of 0.294, indicating that a one percent increase in job satisfaction led to a 0.294 percent increase in performance.

Further evidence from Puskesmas in Central Jakarta shows that job satisfaction significantly enhances employee performance. Factors such as task suitability, harmonious coworker relationships, and promotion opportunities increase satisfaction, while ineffective supervision acts as a constraint (Permana et al., 2025). Employees who are satisfied with their jobs generally demonstrate higher motivation and enthusiasm, leading to improved performance. Conversely, lower satisfaction reduces motivation and performance. This directional relationship indicates that job satisfaction and performance move in parallel (Annas and Putra, 2024).

Path analysis confirmed a significant direct effect of job satisfaction on performance. These findings are consistent with Sari et al. (2020), who reported a positive and significant path coefficient of 0.512. Satisfied employees are more likely to speak positively about the organization, support colleagues, and exceed performance standards. In the context of public health services, job satisfaction is essential for ensuring optimal service delivery. Thus, job satisfaction is not only a psychological

construct but also a direct determinant of employee performance quality (Annas and Putra, 2024).

This study concludes that leadership, work environment, salary, and length of service influence job satisfaction and employee performance at Puskesmas, with job satisfaction serving as the primary mediator. The study is limited by its cross-sectional design and the lack of continuous supervision during data collection. The findings highlight the importance of participatory leadership, a supportive work environment, and equitable compensation systems in enhancing job satisfaction and performance. Future research is recommended to expand sample size, study settings, and include additional variables to provide more comprehensive insights.

AUTHOR CONTRIBUTIONS

The author actively participated in all stages of the study, including study design, data collection, data analysis, and manuscript preparation.

FINANCIAL SUPPORT AND SPONSORSHIP

This study was self-funded.

ACKNOWLEDGMENTS

The author expresses sincere gratitude to all Puskesmas employees who participated as respondents and to all parties who supported the completion of this study.

CONFLICT OF INTEREST

The author declares no conflict of interest.

REFERENCES

Adriaans J, Sauer C, Moya C (2023). Pay justice and pay satisfaction: the influence of reciprocity, social comparisons, and standard of living. *J Sociol*

- perspect, 66(4): 643–664. doi:10.1177/01902725231151671.
- Andri SD, Kuswati R (2024). Pengaruh motivasi dan lingkungan kerja terhadap kinerja pegawai yang dimediasi oleh kepuasan kerja pada karyawan UPTD Puskesmas Giriwoyo 1 dan 2 (The influence of motivation and work environment on employee performance mediated by job satisfaction among employees of UPTD Puskesmas Giriwoyo 1 and 2). *Innov J Soc Sci Res*, 4(1): 2612–2626 doi: <https://doi.org/10.31004/innovative.v4i1.8090>
- Annas N, Putra FA (2024). Peran kepuasan kerja dalam meningkatkan kinerja pegawai: perspektif mediasi lingkungan dan keselamatan kerja (The role of job satisfaction in improving employee performance: a mediation perspective of work environment and occupational safety). *Innov J Soc Sci Res*, 4(3): 8105–8118. doi: <https://doi.org/10.31004/innovative.v4i3.11165>
- Baniamin HM, Ishtiaq J, Paudel NR, Dhakal PB (2023). Job satisfaction in the Nepalese civil service: Evidence from a nationwide survey. *Rev Public Pers Adm*, 43(1): 26–51. doi:10.1177/0734371X231156272.
- Berhanu KZ (2023). Mediating role of job satisfaction on the relation between staff development and performance. *Cogent Educ*, 10(1): 2207408. doi:10.1080/2331186X.2023.2207408.
- Chen S, Zhang H, Li S, Wang X (2023). A cognitive evaluation and equity-based perspective of pay for performance on job performance: A meta-analysis. *Front Psychol*, 13: 1072148. doi:10.3389/fpsyg.2022.1072148.
- Chen SL, Zikani M (2023). Ethical leadership, psychological capital, work engagement and job satisfaction: the moderating role of moral identity in the Malawi government sector. *Int Rev Public Adm*, 28(3): 288–307. doi:10.1080/12294659.2023.2261297.
- Elwan LOM, Santono, Khadijah S (2023). Implementation of work environment in supporting employee performance in Southeast Province Mental Hospital. *J Publicuho*, 6(2): 729–742. doi:10.35817/publicuho.v6i2.206.
- Gebreheat G, Teame H, Costa EI (2023). The impact of transformational leadership style on nurses' job satisfaction: An integrative review. *J Nurs Manag*, 31(2): 123–135. doi:10.1177/23779608231197428
- Hakiki R, Setiana A (2023). Pengaruh gaya kepemimpinan terhadap kinerja pegawai pada UPTD puskesmas Pagerageung kabupaten Tasikmalaya (The influence of leadership style on employee performance at UPTD Puskesmas Pagerageung, Tasikmalaya Regency). *J Innov Res Knowl*, 2(3): 310–324. doi: 10.53625/jirk.v2i3.4611
- Hidayat W, Lailiyah EH, Hayat AA (2023). Gaya kepemimpinan dan motivasi terhadap kinerja dengan kepuasan kerja sebagai variabel moderasi (Leadership style and motivation on performance with job satisfaction as a moderating variable). *Makro J Manaj Kewirausah*, 8(1): 74–85. doi: 10.537-12/jmm.v8i1.1916
- Jopanda H (2021). Pengaruh gaya kepemimpinan dan lingkungan kerja terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening (The influence of leadership style and work environment on employee performance through job satisfaction as an intervening variable). *J Manaj Univ Satya Negara Indones*, 6(1). doi:10.54964/manajemen.v6i1.164.

- Klein M (2020). Leadership characteristics in the era of digital transformation. *Bus Manag Stud Int J*, 8(1): 883–902. doi:10.15295/bmij.v8i1.1441.
- Kline RB (2016). Principles and practice of structural equation modeling (4th ed.). New York, NY: Guilford Press.
- Nasra A, Arar K (2020). Leadership style and teacher performance: mediating role of occupational perception. *Int J Educ Manag*, 34(1): 186–202. doi: 10.1108/IJEM-04-2019-0146.
- Noor KM, Othman SS, Mustafa MZ, Sabri SA, Ali K (2019). The effect of gender, age and tenure on satisfaction towards co-workers among academics in Malaysian public universities. *J Islam Soc Sci Humanit (al-‘Abqari)*, 20(1): 107–121. doi: 10.33102/abqari.vol-20n02
- Permana SJ, Ichwani T, Irawan IA (2025). Hubungan motivasi kerja dan kepuasan kerja terhadap kinerja karyawan di Puskesmas Kecamatan Wilayah Jakarta Pusat (The relationship of work motivation and job satisfaction on employee performance at public health centers in Central Jakarta area). *JIMP J Ilmu Manaj Pemasaran*, 5(1): 72–84. <https://journal.univpancasila.ac.id/index.php/JIMP/>
- Presilawati F, Amin A, Fahmi A (2022). Pengaruh kepemimpinan, lingkungan kerja non fisik dan kompensasi terhadap kinerja pegawai puskesmas Beutong kabupaten Nagan Raya Aceh (The influence of leadership, non-physical work environment, and compensation on employee performance at Beutong public health center, Nagan Raya Regency, Aceh). *EKOMBIS Rev J Ekon Bisnis*, 10(S1): 439–454. doi:10.-37676/ekombis.v10iS1.2046
- Salhuteru AC, Hursepuny H (2025). Pengaruh lingkungan kerja terhadap kepuasan kerja pegawai pada Puskesmas Desa Waai Kabupaten Maluku Tengah (The influence of work environment on employee job satisfaction at Waai Village public health center, Central Maluku Regency). *J Adm Terapan*, 4(1): 104–112. <https://doi.org/10.31959/jat.v4i1.3378>
- Sari J, Fuadati SR (2024). Pengaruh gaya kepemimpinan terhadap kinerja: kepuasan kerja sebagai variabel intervening (The influence of leadership style on performance: job satisfaction as an intervening variable). *JIMBis J Ilm Manaj Bisnis*, 1(1): 39–59. doi: 10.24034/jimbis.v1i1.5133
- Sari PI, Zulisa E, Handiana CM (2020). Pengaruh kepuasan kerja terhadap kinerja karyawan dan kepuasan pasien di RS Islam Ibnu Sina Kabupaten Pidie Kota Sigli (The influence of job satisfaction on employee performance and patient satisfaction at Ibnu Sina Islamic Hospital, Pidie Regency, Sigli City). *J Healthc (JOHC)*, 1(2): 1–10. <http://jamkes.umla.ac.id/index.html>
- Shamki D, Al Shehemi A (2019). The influence of the performance evaluation on salary. *Financ Account Bus Anal*. 1(1): 22–32. doi:10.16408/faba.v1i1.3.
- Suwandana IGM (2025). The role of job satisfaction in mediating the effect of work environment on employee performance. *Int J Eng Bus Soc Sci*, 3(3): 63–70. doi:10.58451/ijebss.v3i3.225.
- Tarigan A, Absah Y, Panjaitan N (2025). Analisis pengaruh gaji dan lingkungan kerja terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening pada Coffee Shop Kocoba Medan (Analysis of the effect of salary and work environment on employee performance through job satisfaction as an intervening variable at Coffee Shop Kocoba Medan). *El-Mal J*

- Kajian Ekon Bisnis Islam, 6(2): 448–453. <https://journal-laaroiba.com/ojs/index.php/elmal/6193>.
- Tarigan A, Absah Y, Panjaitan N (2025). Analisis pengaruh gaji dan lingkungan kerja terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening pada Coffee Shop Kocoba Medan (Analysis of the influence of salary and work environment on employee performance through job satisfaction as an intervening variable at Coffee Shop Kocoba Medan). *El-Mal J Kajian Ekon Bisnis Islam*, 6(2): 448–453. doi:10.47467/elmal.v6i2.6193.
- Trisatria D, Akyuwen R (2024). Pengaruh kepemimpinan, komunikasi, dan motivasi kerja terhadap kinerja pegawai melalui kepuasan kerja (The influence of leadership, communication, and work motivation on employee performance through job satisfaction). *Permana J Perpajakan Manaj Akunt*, 16(2): 44–61. doi:10.24905/permana.v16i2.456.
- Tuahuns VB, Soleman MM, Husen Z (2023). Pengaruh stres kerja, dan lingkungan kerja terhadap kinerja perawat dengan kepuasan kerja sebagai variabel mediasi pada masa pandemi Covid-19 (The influence of work stress and work environment on nurse performance with job satisfaction as a mediating variable during the Covid-19 pandemic). *J Manaj Sinergi (JMS)*, 11(1): 18–29.
- <https://ejournal.unkhair.ac.id/index.php/JMS>.
- Waworundeng T, Areros WA, Rumawas W (2021). Pengaruh gaya kepemimpinan dan lingkungan kerja terhadap kepuasan kerja dan kinerja karyawan (The influence of leadership style and work environment on job satisfaction and employee performance). *J Adm Bisnis (JAB)*, 11(2). doi:10.35797/jab.v11.i2.85-92.
- Yahya HAS, Lubis Y, Safitri SA (2023). The effect of length of service and job satisfaction on employee performance at the oil palm plantation of PTPN IV. *J Agri Socio Econ Bus*, 5(1): 79–88. doi:10.31186/jaseb.05.1.79-88.
- Yang L, Wei J, Zhou J (2022). How job tenure weakens the positive influence of education on creative performance through task performance. *Sustainability*, 14(1): 537. doi:10.3390/su14010537.
- Yang Y, Obrenovic B, Kamotho DW, Godinic D, Ostic D (2024). Enhancing job performance: The critical roles of well-being, satisfaction, and trust in supervisor. *Behav Sci*, 14(8): 688. doi:10.3390/bs14080688.
- Zailani R, Artanto AH (2024). Pengaruh gaji terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel mediasi (The influence of salary on employee performance with job satisfaction as a mediating variable). *J Ekon STIEP (JES)*, 9(1): 16–25. doi:10.54526/jes.v9i1.193.