

Shaping employee excellence: The influence of leadership, work environment, and motivation on discipline and performance at puskesmas in Palangka Raya

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Abstract

The objective of this investigation is to examine the direct and indirect effects of leadership, work environment, and work motivation on the work discipline and performance of employees within Health Care Centers located in Kota Palangka Raya. The analytical framework employed is path analysis, which aims to identify the variables that exert the most significant influence on work discipline and performance, thereby facilitating future planning to enhance health service delivery within the community. The research methodology involves establishing causal relationships between variables, with AMOS Version 16 utilized as the analytical tool. Subsequently, validity and reliability assessments are conducted within the context of the measurement model, employing Confirmatory Factor Analysis (CFA). The aim is to ascertain whether latent variables (leadership, work environment, work motivation, work discipline, and performance) along with their respective factor items (indicators or manifestation variables) can adequately elucidate a construct. Should a relationship be identified, the model is deemed "FIT," permitting further analysis, specifically the structural model test, which is conducted on a sample of 170 health center employees randomly selected from across the city of Palangka Raya, encompassing both medical personnel and administrative staff. The outcomes of the measurement model evaluation, grounded in the model itself, the sample size, and the available data, indicate that the model is appropriate (fit), with the variables (leadership, work environment, work motivation, work discipline, and performance) and indicators demonstrating significance (valid and reliable). Furthermore, structural model testing, based on normality and outlier analysis, confirms that the data is normally distributed without the presence of outliers, and the construct exhibits significance with a loading factor exceeding 0.60.

Keywords: leadership, work environment, motivation, discipline, employee performance

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1. INTRODUCTION

In the contemporary age, characterized by increasing demands for transparency, the evaluation and effectiveness of government employees, particularly within the realm of public service, has become strategically significant in the broader context of national development, which is essential for realizing a civil society—one that embodies the principles of justice and prosperity across various aspects of human life (Sharma & Pillai, 2020). This growing discourse surrounding government employee performance is not only a concern for governmental bodies, which are tasked with the vital role of facilitating development, but also emphasizes the obligation these entities have to acknowledge employee performance as a fundamental responsibility, a cornerstone in the holistic advancement of the Indonesian population through public service (Haq & Ahmed, 2019). Additionally, there is a rising public awareness of their right to receive improved services, which subsequently opens up fertile ground for citizen engagement, allowing the populace to provide valuable feedback aimed at improving and enhancing the operational efficiency of governmental bureaucracies in the delivery of public services (Jamil & Ali, 2021).

The critical role of employees cannot be overstated, as the overall performance and effectiveness of government agencies are fundamentally dependent on the individual and collective performances of their employees. Regardless of the sophistication of technological infrastructure or the comprehensive nature of programs meticulously designed to fulfill the overarching vision and mission of these agencies, such initiatives have limited value if not supported by the active participation and intrinsic motivation of the employees involved (Ahmed, 2020). From a strategic standpoint, acknowledging the pivotal role employees play in governmental entities tasked with providing public services makes issues like employee training, development, and performance enhancement critical, necessitating rigorous scrutiny and ongoing evaluation (Mohammad et al., 2019).

A health center, or Puskesmas, functions as a critical governmental institution dedicated to delivering community-oriented health services. The significance of governmental commitment to public health cannot be underestimated, given that public health serves as a foundational asset in the overarching framework of national development initiatives (Pertiwi, 2018). In this regard, the Puskesmas is identified as the most strategically positioned governmental agency in relation to the advancement of public health, and, given its vital roles and contributions to society, there exists an urgent need to bolster the performance metrics of these health centers; however, it is essential to reiterate that the overall performance of such centers is predominantly influenced by the capabilities and effectiveness of their employees (Hasan, 2019).

Numerous theoretical frameworks posit that various factors exert influence over employee performance, with work discipline being among the most immediate and impactful of these variables (Ismail & Salim, 2020). It can be asserted that it is virtually impossible for an employee to achieve commendable performance levels if they are not bolstered by a robust commitment to workplace discipline, as empirical evidence suggests a strong correlation between employee performance metrics and the discipline exhibited in their work (Lestari, 2020). Nevertheless, it is important to recognize that work discipline itself is shaped by various influencing factors, most notably including leadership quality, the surrounding work environment, and intrinsic motivation levels among employees (Dewi & Utami, 2021).

The pivotal role of leadership in shaping and fostering both work discipline and performance cannot be overlooked, as leaders are typically viewed as figures of authority who command respect, admiration, and at times apprehension within their teams (Mulyana, 2020). Given their authoritative positions, it is reasonable to assert that leaders possess the capacity to effectively mobilize their subordinates in alignment with strategic directives and organizational goals (Setiawan & Sari, 2020). Concurrently, the work environment encompasses all elements surrounding the employee, including their colleagues, available resources, and the overall conditions that contribute to a sense of comfort and security in the workplace (Sukmawati & Dewi, 2019). Consequently, it becomes evident that it is highly improbable for employees to maintain high levels of discipline and performance without the foundational support of a conducive and positive work environment (Fahmi et al., 2021). Another critical determinant influencing both work discipline and employee performance is the concept of work motivation, which can be described as an internal drive that propels individuals to execute their responsibilities with diligence and excellence (Hidayat, 2021). In the absence of strong work motivation, it becomes exceedingly challenging for an employee to adhere to disciplinary standards, and achieving satisfactory outcomes in assigned tasks can become a formidable obstacle (Cahyaningsih, 2020).

Similarly, in the context of the Health Center located in the city of Palangka Raya, which operates as a governmental institution focused on the provision of public health services, the anticipated contributions towards the advancement of public health within the city are substantial; nevertheless, it is crucial to recognize that the overall performance of this Health Center is significantly contingent upon the efficacy and performance of its employees (Puspitasari et al., 2022). Presently, there are a total of ten health centers strategically distributed throughout the urban expanse of Palangka Raya, staffed by an aggregate of 440 individuals dedicated to fulfilling the health service needs of the local community (Rahmawati, 2021).

2. LITERATURE REVIEW

Leadership and Its Relationship with Work Discipline and Performance

A leader can be defined as an individual who possesses both the requisite abilities and the inherent power to guide others effectively (McKinney et al., 2021). This particular status elevates the leader to a position of respect, which often borders on fear or reverence from those within their sphere of influence (Zhao et al., 2022). Consequently, it is imperative for a leader to possess the capability to influence,

mobilize, direct, and exert control over their subordinates through authoritative commands and directives (Kostova & Roth, 2023). The notions of leadership and the act of leading can be interpreted in a multitude of ways, each carrying distinct implications (Lee & Lee, 2020). Leadership has a direct connection to individuals, referred to as actors or subjects, while the term leadership specifically pertains to the competencies and methodologies employed in decision-making and policy formulation, which are geared toward organizing, motivating, and directing individuals in a concerted effort to accomplish the overarching goals of the organization (Choi & Lee, 2022). A leader is fundamentally the individual who occupies the highest position within the organizational hierarchy, taking charge of the tasks of organization and direction (Parker & Brown, 2024). In addition, leaders can also be construed as mentors, facilitators, or coaches whose primary role is to guide others toward success (Williams et al., 2023). Conversely, leadership encompasses the profound ability to sway groups of individuals toward the attainment of shared objectives (Zhao et al., 2022).

The concept of leadership is a multifaceted phenomenon that integrates various dimensions of interaction and influence between leaders and their followers as they collectively strive toward achieving common objectives (Crawford et al., 2021). A leader's role extends beyond mere guidance; it involves the stimulation of positive emotions within the individuals they lead, thereby fostering an environment where these individuals are motivated to exert their utmost efforts in support of the organizational mission (Northouse, 2020). In the absence of effective leadership, an organization would devolve into a chaotic assembly of individuals and machinery, lacking coherence and purpose (Lee & Lee, 2020). At its core, leadership embodies the capacity to inspire others to become enthusiastic participants in the pursuit of shared goals (McKinney et al., 2021). Furthermore, leadership is not merely about maintaining the status quo; it encompasses the transformative process of converting potential into tangible reality (Parker & Brown, 2024).

Leadership constitutes a critical component of effective management practices. Managers are tasked with a range of essential functions, including but not limited to the creation of strategies, meticulous planning, systematic organization, motivation of team members, effective communication, and the implementation of control measures (Kostova & Roth, 2023). The essence of leadership lies in the ability to mobilize and steer individuals toward the objectives that the leader envisions (Choi & Lee, 2022). This intricate process of leadership involves a dynamic form of social influence, wherein a deliberate attempt is made by an individual to affect the behaviors and motivations of others, thereby regulating the activities and interpersonal relationships that exist within a group or organizational setting (Williams et al., 2023). Additionally, effective leadership necessitates the capacity to shape the actions and attitudes of others within a specific context, facilitating their willingness to collaborate and work cohesively toward the accomplishment of predetermined goals (Zhao et al., 2022).

Work Environment Relationship with Work Discipline and Performance

The concept of the work environment, which can be described as a multifaceted and expansive notion, encompasses an extensive array of elements that employees encounter through their sensory perceptions, including but not limited to visual stimuli, auditory inputs, and tactile sensations, all of which may take the form of tangible objects, interactions with other individuals, various situational contexts, or specific conditions present within the workplace setting, each of which has a significant impact on the overall efficacy and productivity with which an employee is able to execute their designated responsibilities or tasks (Carter & Healy, 2021). An optimal work environment can be characterized as one that is not only conducive to productivity but also fosters a sense of comfort and security for all employees, thereby enabling them to perform to the best of their abilities (Smith et al., 2023). The term "conductive" is indicative of a supportive atmosphere that is created through the provision of appropriate conditions, both in terms of the people who populate the workspace and the physical objects that are available for use (Jensen & Hansen, 2022). The aspect of convenience relates to various elements such as cleanliness, aesthetic appeal, ambient temperature, as well as the quality of lighting and color palettes utilized within the workspace (Lee & Turner, 2020). Meanwhile, the notion of safety is intrinsically linked to the principles of occupational health and safety regulations, which aim to protect employees from potential hazards (Brown et al., 2024).

The work environment is an all-encompassing framework that includes every conceivable factor surrounding workers, all of which have the potential to significantly influence their ability to effectively carry out the tasks that have been assigned to them (Cameron & Grant, 2021). Various factors that can significantly impact the work environment include aspects such as color schemes, levels of cleanliness,

quality of lighting, air quality and exchange, presence of background music, overall safety measures, and levels of noise pollution (King & McKenzie, 2022). An employee, possessing the full range of five senses, is able to perceive the myriad elements surrounding them, including the equipment and facilities available for use, the overall comfort of the immediate environment, standards of cleanliness, as well as the quantity and quality of technological support that is at their disposal for the successful completion of their job (Gomez & Lee, 2023). Furthermore, the presence and behavior of individuals surrounding the employee, which includes both colleagues and supervisors, also play a pivotal role in shaping their work experience and influencing their performance (Nash & Yip, 2021).

The significance of the work environment cannot be overstated, as it is a critical determinant that can profoundly influence the behavior of employees while they strive to develop and realize their intrinsic potential (Farrell, 2023). In an environment that is supportive and nurturing, employees are afforded the opportunity to transcend their physical and mental limitations, thereby enabling them to achieve their highest potential (Miller et al., 2022). The theories rooted in social psychology further reinforce this notion by positing that the social context in which an individual finds themselves is a substantial factor in shaping their behavioral responses (Gardner & Payne, 2020). Nevertheless, it is imperative to acknowledge that individual differences among employees may result in varied responses to environmental stimuli, a variance that is often influenced by genetic predispositions that shape their inherent traits and behavioral tendencies (Marshall & Green, 2023).

The immediate environmental factors that exist within the professional realm, particularly those that pertain to the interactions with colleagues and management personnel, exert a significant influence over employee conduct, particularly as it relates to adherence to workplace discipline and the overall effectiveness of their performance (Harris et al., 2021). When coworkers collaborate to cultivate a supportive and positive atmosphere, characterized by both moral encouragement and an invigorated spirit, they can effectively sway the behaviors of other employees, fostering a collective effort that significantly enhances the conditions necessary for both discipline and superior performance (Walker & Wright, 2023). Furthermore, the authority figure, in the form of a leader, possesses considerable sway, not only in terms of garnering respect but also in influencing the actions and decisions of subordinates who look to them for guidance (Kim et al., 2022). A leader who is deemed effective has the capacity to foster a workplace environment that enhances both discipline and performance, thereby creating a more productive organizational culture (Allen & O'Reilly, 2024).

In addition to the aforementioned factors, an individual's behavior within the work setting is also profoundly shaped by psychological theories, which postulate that behaviors which are met with positive reinforcement are more likely to be repeated frequently over time (Bishop et al., 2021). This positive reinforcement transpires when certain behaviors yield pleasant outcomes, whereas negative reinforcement is observed when specific actions result in the alleviation of unpleasant stimuli (Johnson & Taylor, 2023). According to psychodynamic theory, an individual's emotional state is heavily influenced by previous experiences and unconscious drives, which can profoundly affect how they respond to their current work environment (Keller & Rodriguez, 2022). Adverse experiences from the past can leave lasting impressions that shape employees' attitudes toward their workplace, ultimately leading to implications for their level of discipline and performance in their current roles (Carter, 2023).

In summation, it is evident that the work environment serves a pivotal role in shaping employee behavior, particularly regarding their adherence to disciplinary measures and the effectiveness of their performance (Porter & Miller, 2024). The multifaceted situations and conditions that permeate the workplace can significantly mold employees' emotional states and motivational drives, which in turn have a consequential impact on their overall work outcomes and productivity levels (Johnson et al., 2021).

Motivation and its Relationship with Work Discipline and Performance

Motivation is fundamentally derived from a specific need or desire that an individual seeks to satisfy or fulfill in their life. When an individual identifies a particular need, they are often compelled to engage in various actions, which may include exercising discipline, demonstrating perseverance, and achieving a level of accomplishment that aligns with their aspirations. If the outcomes of their efforts align with their personal expectations and desires, they will experience a sense of satisfaction and fulfillment, which in turn encourages them to replicate those successful behaviors in the future (Brown & Clark, 2021). This phenomenon is extensively recognized within psychological frameworks as positive reinforcement, which serves to solidify and encourage the repetition of such behaviors (Lee et al., 2022). On the contrary, when

an individual's efforts do not yield the desired results, they may persist in trying to achieve their goals for a limited duration; however, if continued attempts prove unsuccessful, they may ultimately abandon those efforts or suppress their desires, a behavioral response that is identified as negative reinforcement (Taylor & Johnson, 2020).

Within the field of motivation theory, there exists a significant relationship among needs, urges, actions, and the resultant outcomes, which are characterized by satisfaction, a conceptual framework commonly referred to as content theory (Cameron & Parker, 2023). This theoretical approach endeavors to elucidate the various needs that an individual aspires to fulfill throughout their life. Every individual harbors an intrinsic need, an internal drive that propels them toward action and engagement (Gardner et al., 2023). The dynamics of motivational processes are further articulated through process theory, which posits that an individual's actions are significantly influenced by their expectations or anticipatory beliefs regarding the potential rewards or benefits that may be derived from those actions (Smith & Harris, 2021). In parallel, reinforcement theory provides insights into how an individual's past experiences can shape and inform their current actions and decision-making processes (Nelson & Baker, 2022).

Motivation is, without a doubt, a pivotal element in the successful execution of any work process, as it embodies the driving force that compels individuals to undertake tasks, whether they are acting independently or as part of a group (Keller et al., 2020). This motivational impetus can originate from within the individual, manifesting as a conscious desire to enhance one's performance or to contribute positively to a collective effort for noble and commendable reasons. Moreover, motivation can also be conceptualized as the underlying driving force that enables an individual to harness their capabilities and direct them toward the completion of tasks, all while striving to achieve predefined objectives and goals (Brown et al., 2024).

Motivation can be categorized into two primary types: internal motivation and external motivation. Internal motivation emanates from within the individual, encompassing the innate needs and desires that reside in their psyche. These intrinsic forces significantly influence the cognitive processes and behaviors of the individual. Internal motivations can be further categorized into physiological motivations, such as the basic needs of hunger and thirst, as well as psychological motivations, which may include compassion, self-preservation instincts, and the pursuit of self-empowerment (Fletcher & Green, 2021). Conversely, external motivation arises from external factors that exist outside of the individual, including elements such as the work environment, financial compensation, working conditions, and interpersonal relationships, all of which are shaped by the policies and managerial approaches adopted within organizational contexts (Evans & Lee, 2023).

Motivation possesses distinct characteristics that energize and propel individual behavior toward the attainment of specific goals. The behaviors that are elicited by motivational forces are invariably oriented toward achieving particular objectives, and these behaviors are likely to be sustained or enhanced over time (Davis & Moore, 2020). Individuals who exhibit a high degree of achievement motivation typically demonstrate a fervent desire to excel, establish realistic and attainable goals, embrace calculated risks, and willingly assume responsibility for the outcomes of their actions (Lee & Miller, 2023). Furthermore, such individuals place significant value on receiving concrete feedback regarding their accomplishments and consistently prove to be reliable and indispensable contributors to the organizational framework (Harris et al., 2024).

Individuals who are characterized by cooperative motivation tend to exhibit more social behavior and express a preference for interaction and collaboration with others. They often seek to feel a sense of belonging to a group, desire clear and mutual trust among their peers, and are inclined to offer assistance or consult with others who may be facing challenges or difficulties (Porter & Smith, 2022). In contrast, individuals who are driven by power motivations often display traits such as eloquence, assertiveness, persistence, and an enthusiasm for public speaking and engagement (Wright & Young, 2021).

The defining characteristics of individuals with high achievement motives typically include a pronounced sense of personal accountability, a willingness to embrace risk-taking behavior, the ability to set achievable and realistic goals, the formulation of comprehensive work plans, and an unwavering commitment to realizing their objectives (Carter et al., 2023). Such individuals actively seek out and utilize concrete feedback to refine and enhance their performance, and they are continually on the lookout for opportunities to actualize their strategic plans and aspirations (Fletcher & Wilson, 2022). The effectiveness of motivation can be significantly enhanced when individuals possess a thorough understanding of the

fundamental processes underlying motivation, the intricate patterns of needs that drive human action, as well as the various external and internal factors that can influence motivational states (Nelson & Wright, 2023).

The array of needs that an employee possesses as a human being while engaged in the work environment can be systematically categorized into three fundamental types, each representing a distinct aspect of human motivation and fulfillment:

1. Physiological (bodily) needs: This category encompasses the essential requirements necessary for the sustenance of life itself, which fundamentally includes vital elements such as food, clean water, breathable air, adequate rest, and the natural human drive towards sexual intimacy and reproduction, all of which are critical for maintaining both physical health and overall well-being (Baker & Jensen, 2021).
2. Social needs: This classification pertains to the intrinsic human desire for interpersonal relationships, which involves a spectrum of emotional connections such as the need for physical companionship, the pursuit of romantic engagement, the experience of love and affection, as well as the overarching necessity for a sense of belonging and acceptance within a community or group setting (Brown et al., 2020).
3. Egoistic needs: This particular category emerges from the psychological drive to establish a self-image that aligns with societal standards or personal aspirations, manifesting itself in various forms such as the pursuit of recognition through rewards, the acquisition of power, and the attainment of significant achievements that bolster one's self-esteem and social standing (Carter & Lee, 2024).

3. METHOD

Scope of Research

The primary objective of this scholarly investigation is to systematically uncover and elucidate the existence or non-existence of both the influence and the interrelationships that may exist between various facets of leadership, the prevailing work environment, and the intrinsic work motivation, all of which are hypothesized to have consequential effects on work discipline and performance as evidenced by specific indicators pertinent to the employees who are engaged in the operations of Health Centers located in the urban area of Kota Palangka Raya. In order to effectively articulate and quantify these proposed influences and relationships, the research employs a sophisticated path analysis model that delineates not only the direct effects but also the indirect effects that leadership, work environment, and work motivation may exert on both work discipline and the overall performance of employees, thereby providing a comprehensive analytical framework that encompasses all relevant indicators.

Population and Sample

In accordance with the definitions provided by Malo (1985), a population can be accurately defined as a comprehensive set or collection of elements that constitute the focal point of the research inquiry being conducted. Furthermore, as articulated by Priyanto (2008), a population can be conceptualized as a collective group or assembly of subjects or objects that are intended to be representative of the broader scope of generalizations that may arise from the findings of the study. Conversely, the sample is defined, again per Malo (1985), as a selective portion that is extracted from the population for the purpose of analysis. Priyanto (2008) further elaborates on this by stating that the sample is essentially a subset of the population that is chosen for the intent of closer examination and investigation.

Consequently, for the purpose of this research endeavor, the population under scrutiny encompasses the entirety of the personnel working at the Health Center situated in the city of Palangka Raya, which includes both administrative staff as well as medical professionals, culminating in a total of 440 individuals, inclusive of the center's head. In terms of sampling, a carefully calculated subset comprising 170 employees from the Health Center in Kota Palangka Raya has been deemed appropriate for this study. Each individual health center within the city will have a representative number of samples, and the specific allocations for each center will be methodically detailed in the accompanying table that follows.

Table 4.2. Calculation of the Number of Samples for Each Health Center in Palangka Raya City

No	Health Center	Total (People)	Proportion	Number of Samples (people)
1	Pahandut	45	$45/440 = 0.10$	$0.10 \times 170 = 17$
2	Panarung	66	$66/440 = 0.15$	$0.15 \times 170 = 26$
3	Tangkiling	37	$37/440 = 0.08$	$0.08 \times 170 = 14$

4	Kereng Bangkirai	9	$9/440 = 0.02$	$0.02 \times 170 = 3$
5	Bukit Hindu	58	$58/440 = 0.13$	$0.13 \times 170 = 22$
6	Kayon	58	$58/440 = 0.13$	$0.13 \times 170 = 22$
7	Menteng	74	$74/440 = 0.17$	$0.17 \times 170 = 29$
8	Kalampangan	44	$44/440 = 0.10$	$0.10 \times 170 = 17$
9	Jekan Raya	33	$33/440 = 0.08$	$0.08 \times 170 = 13$
10	Rangkupit	16	$16/440 = 0.04$	$0.04 \times 170 = 6$
Jumlah		440	100.00	170

Data Collection Techniques

In the context of this particular research study, the methodologies employed for the purpose of data collection were diverse and multifaceted, consisting of several key techniques that are widely recognized in the field of research methodology.

- a. First and foremost, a questionnaire was utilized, which can be defined as a systematic compilation of inquiries that are systematically distributed or administered to a carefully selected group of respondents, who have been chosen as representative samples for the study at hand, thus ensuring that the data collected is both relevant and insightful.
- b. Furthermore, the study also incorporated a documentation study, which refers to a robust data collection technique that involves the meticulous examination and analysis of archival records and documents related to the research subjects, with a specific focus on the Palangka Raya City Health Center, thereby providing a comprehensive backdrop of historical and contextual data that informs the research.
- c. In addition to these methods, interviews were conducted, which represent a qualitative technique for data gathering that involves engaging in a dialogue characterized by a series of questions and answers with knowledgeable individuals or stakeholders who possess the requisite expertise and insight to provide valuable information or supplementary data, thereby enhancing the overall depth and breadth of the research findings.

Analysis of SEM assumptions

In undertaking the analysis phase of this study, it is critical to note that the employed analytical framework utilizes AMOS version 16.0, which necessitates adherence to specific assumptions foundational to the path analysis approach inherent in Structural Equation Modeling (SEM). There are, in total, only two primary assumptions that must be satisfied for SEM to yield valid and reliable results, which include the assumption of data normality and the identification of outliers within the data set. The data normality test serves the essential purpose of determining whether the sample data conforms to a normal distribution, which is a key requirement for many statistical analyses; additionally, the detection of outlier data points is crucial, as the presence of extreme values can significantly compromise the integrity of the measurement model, leading to biased and misleading outcomes.

Pathway Analysis Model (SEM)

The analytical framework employed in this research is grounded in path analysis, specifically utilizing SEM (Structural Equation Modeling) as facilitated by the AMOS version 16.0 software, which represents a sophisticated integration of both factor analysis and regression analysis techniques. This analytical approach is particularly well-suited for the objectives of the research because it allows for the exploration of complex relationships among multiple variables, thereby enabling the identification of various potential pathways through which leadership, work environment, work motivation, work discipline, and employee performance may interact and influence one another, both through direct effects (direct effect = DE) and indirect effects (indirect effect = IE).

4. RESULT AND DISCUSSION

Measurement Model Examination

In alignment with the established conceptual framework within the field of organizational behavior, it is posited that the various facets of work discipline and overall employee performance are significantly influenced by multiple factors, which primarily include the quality of leadership, the prevailing conditions of the working environment, and the intrinsic work motivation of the employees themselves. Furthermore, it is essential to recognize that work discipline, performance levels, leadership effectiveness, working environment conditions, and employee work motivation are each represented through a series of specific

items that serve as operational measurements for the aforementioned variables, ultimately leading to the formulation of a comprehensive model known as the measurement model.

To ascertain the validity and reliability of the proposed model, it is imperative that it undergoes rigorous testing through Confirmatory Factor Analysis (CFA) utilizing the advanced capabilities of the AMOS statistical software program. The outcomes derived from this analytical procedure will provide critical insights into whether the identified latent variables, along with their corresponding factor items—referred to as manifestation variables—are sufficiently capable of elucidating the underlying construct in question. Should a statistically significant relationship be established among these variables, the model will be deemed to possess a satisfactory level of "FIT," thus allowing for progression to the subsequent phase of analysis, which entails the structural model testing procedure.

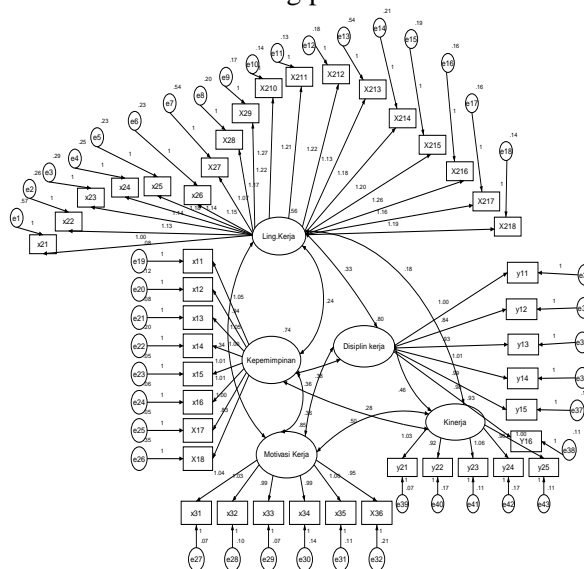


Fig .2. Measurement Model Examination Outcomes

Structure Model Test

The Structure Model test is designed to comprehensively assess the degree of influence or interrelationship that exists among various leadership variables, the work environment, work motivation, work discipline, and performance, along with their respective indicators, utilizing the advanced analytical tool known as Multiple Regression Analysis (MRA). This particular analysis is characterized by the application of multiple linear regression techniques, which are implemented through the sophisticated AMOS program, allowing for a nuanced exploration of these interconnections.

Normality Test and Outlier

Given that the model analysis employed in the context of this particular study utilizes the AMOS program, it becomes imperative to acknowledge that certain foundational assumptions associated with the traditional multiple linear regression model are rendered inapplicable. Instead, the focus shifts toward validating assumptions pertinent to this specific analysis, such as the data normality test and the outlier test; a dataset is deemed to exhibit normality if the critical ratio (c.r) for skewness or the critical ratio for kurtosis lies within the established range of -2.58 to +2.58. This indicates that for all variable items assessed, the calculated c.r skewness and c.r kurtosis values fall between -2.58 and +2.58, culminating in a total of 2.56, thereby confirming that the data is indeed normally distributed and devoid of any outlier values, which permits the progression to subsequent analytical phases, specifically the structural model testing.

Test Construct

The following description delineates the intricate relationships that exist between exogenous variables and endogenous variables, in addition to their respective indicators. It is noteworthy that the only relationship within the construct that failed to achieve statistical significance pertains to the connection between work motivation and performance. This finding suggests that employees at the Palangka Raya health center who exhibit high levels of work motivation do not necessarily translate this motivation into elevated performance levels. In contrast, all other variables, both those categorized as exogenous and those identified as endogenous, along with their corresponding indicators, demonstrate significant relationships.

Furthermore, the correlation coefficients indicate that the connections between latent variables are robust, with values exceeding 0.60. This implies that leadership is positively associated with both the work environment and work motivation; the work environment is similarly linked to leadership and work motivation; and work motivation shows a reciprocal relationship with both the work environment and leadership. Moreover, the factor loading relationships between the constructs (exogenous and endogenous variables) and their indicators are substantial, with values surpassing 0.60, thereby indicating that the relationships among the constructs are indeed significant.

Direct Effect

The subsequent description provides insight into the direct influences that exist among the leadership variables, the work environment, work discipline, and performance, as well as their indicators, considering both direct effects and indirect effects. The findings of this study indicate that the only exogenous variable that does not exert a direct influence within the construct on the endogenous variables is work motivation in relation to performance. Conversely, all other variables, whether categorized as exogenous or endogenous, as well as their indicators, exhibit statistically significant relationships.

Indirect effect

The following description elucidates the indirect effects that transpire between the exogenous variables—namely leadership, work environment, and work motivation—and the endogenous variables, which include work discipline and performance, through intermediary variables. The analysis reveals that the impact of the exogenous variables (leadership, work environment, and work motivation) on the endogenous variables (work discipline and performance), when considered in an indirect fashion, is consistently significant across the board.

5. CONCLUSION

The cohort of individuals participating in the research pertaining to health center employees was comprised of a total of 64 staff members, which constitutes approximately 37.65% of the sample population, alongside 106 medical professionals, representing a larger proportion of 62.35%. This demographic distribution included 93 women, accounting for about 54.71% of the respondents, and 77 men, which made up 45.29% of the total, thereby indicating a notable gender representation within the workforce. The findings of the study revealed that various factors, including leadership, the work environment, work motivation, work discipline, and the overall performance of health center employees located in Palangka Raya City, were classified within a commendable category, suggesting a positive working atmosphere. An examination of the measurement model was conducted, which confirmed that the model demonstrated appropriate fit, and further substantiated that the variables under investigation—namely leadership, work environment, work motivation, work discipline, and performance—along with their respective indicators were both valid and reliable in their measurements. Additionally, the testing of the structural model indicated that the data adhered to a normal distribution, with no outliers present, thereby reinforcing the integrity of the findings, and it was noted that the construct was significant, with loading factors exceeding the threshold of 0.60. The analysis uncovered considerable direct influences among the variables, specifically illustrating that leadership had a significant effect on both work discipline and performance, while the work environment exerted a similar influence on these same outcomes, and work motivation was found to directly impact work discipline, albeit having no notable effect on performance itself. It was observed that all relevant indicators associated with these variables exhibited significant influence on the overall outcomes.

Conversely, the study also identified significant indirect influences, particularly highlighting the roles of leadership and the work environment on performance, mediated by work discipline, alongside other pertinent indirect relationships via relevant indicators. The primary factors identified as influential within the context of this study included work motivation, which predominantly affected work discipline, as well as leadership, which had a significant impact on performance, in addition to various aspects such as the technology employed and available facilities that predominantly shaped the work environment. Furthermore, the orderliness within the work setting was found to significantly influence work discipline, while the precision of work results was determined to have a predominant effect on the performance levels of employees. In terms of indirect influences, it was established that the work environment, through the lens of dominant work discipline, affected performance outcomes, as did leadership, which influenced work discipline and performance through orderliness in work tasks and result accuracy. Consequently, the

hypothesis positing that leadership factors, the work environment, work motivation, work discipline, and employee performance within health centers located in Kota Palangka Raya are viable, along with their associated indicators, is affirmatively supported, indicating that these factors exert both direct and indirect influences on work discipline and employee performance.

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