The Effect Of Work Environment And Leadership Style On Job Satisfaction Of Employees At Pagelaran Public Health Center Of Pringsewu Regency

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ABSTRACT

This study aims to analyse the effect of work environment and leadership style on job satisfaction among employees at Pagelaran Public Health Center of Pringsewu Regency of Lampung Province. The background of this research is based on the importance of creating a conducive work environment and implementing an effective leadership style to enhance employee job satisfaction as one of the supporting factors for organizational performance. This research employed a descriptive quantitative approach. The population consisted of all 80 employees at Pagelaran Public Health Center, with a sample of 79 respondents selected using the saturated sampling technique. Data were collected through questionnaires and analysed using multiple linear regression with the assistance of SPSS version 23. The results showed that, partially, the work environment variable had a significant effect on job satisfaction, and leadership style also had a significant effect on employee job satisfaction. Simultaneously, both work environment and leadership style had a positive and significant effect on job satisfaction. The coefficient of determination (R^2) indicated that 30.3% of the variation in job satisfaction could be explained by the work environment and leadership style, while the remaining 69.7% was influenced by other factors not examined in this study.

Keywords:
Work Environment, Leadership Style, Job Satisfaction, Community Health Center

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1. Introduction

Employee job satisfaction is one of the key elements in managing an institution and is also considered an important factor that can improve overall performance and organizational effectiveness. When employees feel satisfied with their jobs, they tend to be more motivated, engaged, and committed to achieving institutional goals. This statement is supported by Rodrigo et al., (2022), who argue that job satisfaction is one of the indicators that directly influence employee performance. This is also in line with the statement by Pratiwi & Rizky, (2024) hat good performance reflects the level of employee job satisfaction, meaning that organizations that are able to create conditions supporting satisfaction will also see improvements in efficiency, productivity, and service quality.

Nationally, the employee job satisfaction score is 72.0 Kemenkes RI, (2018). Research conducted by Betel Kartina, (2024) identified issues related to low employee performance at the Pugung Raharjo Community Health Center (Puskesmas) in East Lampung Regency, as reflected in SKP data and the suboptimal leadership style of the head of the Puskesmas. Employee job satisfaction in the health sector, particularly at Puskesmas as one type of primary health facility, plays a crucial role in the national health system, especially within the health services subsystem Juita, (2024). This highlights that ensuring high levels of job satisfaction among health workers is not only important for individual performance but also directly impacts the quality and accessibility of health services provided to the community.

Research by Fahlefi et al., (2023) demonstrates that the work environment significantly influences employee performance at the Harapan Bunda Pringsewu Lampung Mother and Child Hospital. Similarly, research conducted by Aisyah et al., (2024) also finds that the work environment has a positive and significant effect on employee performance at the Pringsewu General Hospital. However, these findings are not consistent across all studies. For instance, research by Andri & Kuswati, (2024) reports that the work environment does not significantly influence employee performance at the Giriwoyo 1 and 2 Community Health Centers (UPTD Puskesmas). These contradictory findings suggest that the relationship between work environment and employee outcomes may vary depending on the organizational context, type of health facility, or managerial practices. Therefore, further research is necessary to explore how the work environment affects employee job satisfaction, particularly in the context of the Pagelaran Community Health Center in Pringsewu District.

The Pagelaran Community Health Center serves as a highly relevant research subject for several reasons. First, this health center has implemented performance indicators related to quality management and administration, which encompass various aspects such as planning, human resource management, asset management, medication management, and service quality (UPT Puskesmas Pagelaran, 2017). These indicators reflect the institution's effort to maintain and improve health service quality. Second, the inconsistency in findings from previous studies regarding the influence of the work environment on employee job satisfaction across different health facilities indicates that the relationship may be context-specific. This gap underscores the importance of conducting further research at the Pagelaran Community Health Center in order to obtain a more comprehensive understanding of how both the work environment and leadership style affect employee job satisfaction within this particular setting.

Leadership style is also recognized as an important factor that significantly shapes employee job satisfaction Putri et al., (2024). Leaders who are able to apply effective leadership styles can foster a positive work climate, enhance employee motivation, and encourage the achievement of organizational goals. On the other hand, leaders who fail to demonstrate

effective leadership tend to create a work environment filled with pressure, which can trigger stress, reduce enthusiasm, and ultimately decrease employee job satisfaction. The influence of participatory leadership styles on employee satisfaction, as studied by Andryni Wadu et al., (2024), which found that participatory leadership styles have a significant influence on employee job satisfaction at the Manutapen Community Health Center in Kupang City. These findings suggest that leadership styles characterized by openness, collaboration, and shared decision-making are more likely to create a supportive atmosphere, thereby increasing employee satisfaction.

Additionally, research conducted by Betel Kartina, (2024) revealed that leadership style has a strong influence on employee performance, work motivation, and overall productivity at the Pugung Raharjo Health Center in East Lampung Regency. This indicates that the role of leaders is not only limited to directing and supervising, but also involves motivating and shaping the work spirit of employees to achieve optimal results. However, not all studies demonstrate the same pattern. Research by Maryati et al., (2021) at the Sendana I Health Center showed that participatory leadership style does not have a positive relationship with job satisfaction. This finding suggests that the effectiveness of a particular leadership style is not universal, but rather depends on contextual factors such as organizational culture, employee characteristics, and the work environment. Thus, it can be concluded that leadership styles may yield different outcomes across various institutions. The diversity of research findings reinforces the importance of conducting further studies to examine how leadership styles operate in specific contexts, such as community health centers, where the dynamics of teamwork and service delivery have unique challenges and demands.

Therefore, this study will specifically focus on examining how the work environment and leadership style influence employee job satisfaction at the Pagelaran Community Health Center, Pringsewu District, Lampung. Both variables are considered crucial because they directly shape employee attitudes, work motivation, and overall performance. A conducive work environment can encourage employees to feel comfortable, motivated, and engaged in providing quality health services. Likewise, an effective leadership style can guide, motivate, and support employees in achieving both individual and organizational goals. Conversely, an unfavorable work environment and ineffective leadership can reduce employee enthusiasm and satisfaction, which in turn affects service performance.

Based on the phenomena described in the previous studies and contextual challenges at the Pagelaran Community Health Center, the researcher is interested in conducting a study entitled: *"The Influence of Work Environment and Leadership Style on Employee Job Satisfaction at the Pagelaran Community Health Center, Pringsewu District, Lampung."* It is expected that the results of this study will provide not only academic contributions in the field of human resource management and organizational behavior but also practical recommendations for improving management strategies in health service facilities. Ultimately, the findings are anticipated to serve as a reference for decision-makers in creating a more supportive work environment and applying appropriate leadership approaches to increase employee job satisfaction.

2. Method, Data, and Analysis

This study adopts a positivist paradigm with a quantitative research approach, as it aims to objectively test hypotheses and measure the relationships among variables. Quantitative research emphasizes the use of numerical data or data that can be transformed into numerical form Sugiyono, (2020). The data used in this study are primary data obtained directly from respondents at the research site. The population of this study includes all 80

employees of the Pagelaran Community Health Center. Given the relatively small population, the researcher employed a saturated sampling technique (census), where all population members were included as respondents. After data adjustments, the final sample consisted of 79 respondents, ensuring that the findings accurately represented the research population.

Data analysis was conducted using multiple linear regression with the assistance of SPSS. Prior to hypothesis testing, classical assumption tests were performed, which included the normality test, multicollinearity test, and heteroscedasticity test, to confirm the validity of the regression model. The hypothesis testing consisted of the *t-test* to measure the partial effect of each independent variable, and the *F-test* to assess the simultaneous effect of the work environment and leadership style on employee job satisfaction. Additionally, the coefficient of determination (R^2) was calculated to determine the proportion of variation in employee job satisfaction explained by the independent variables. These analytical procedures were expected to provide accurate and comprehensive results regarding the research objectives.

3. Result and Discussion
Classical Assumption Test

a. Normality Test

The normality test is a method of checking whether the data used in the study has a normal distribution or not Sugiyono, (2020). The condition for normal data is if the Asymp. Sig value > 0.05, which indicates that the data does not deviate significantly from a normal distribution. The following are the results of the normality test of the data obtained from this study as the basis for further analysis.

Table 1. Normality Test Results

Model	Kolmogorov-Smirnov		
	Statistic	**N**	**Sig.**
Unstandardized Residual	0,080	79	0,200

Source: Primary Processed Data, 2025

Based on Table 1, the results of the data normality test show that the Asymp.Sig (2-tailed) value is 0.200, which is above the 5% significance level (0.05). This means that the residuals are normally distributed, so the regression model meets one of the main classical assumption requirements. Meeting this assumption is important because it ensures that further statistical tests, such as the t-test, F-test, and R^2, can be carried out reliably and produce valid conclusions. With the data confirmed as normal, the model can be continued to the next stage of hypothesis testing without concerns about bias or distortion caused by abnormal residuals. This also indicates that the dataset is suitable for regression analysis and provides a strong foundation for interpreting the relationships between the independent and dependent variables.

b. Multicollinearity Test

The multicollinearity test is used to determine whether there is a relationship between one independent variable and another independent variable Sugiyono, (2020). The multicollinearity test uses tolerance calculations and variance inflation factors (VIF) < 10 and tolerance values > 0.1. These criteria are the basis for determining whether the regression model is free from multicollinearity problems. The following are the results of the multicollinearity test from this study.

Table 2. Multicollinearity Test Results

Model	Tolerance	VIF	Description
Work Environment	0,715	1,399	No Multicollinearity Detected
Leadership Style	0,715	1,399	No Multicollinearity Detected

Source: Primary Processed Data, 2025

Based on Table 2, the results of the variance inflation factor (VIF) test for all variables show values <10 and tolerance > 0.1. These results indicate that there is no excessive correlation between the independent variables that could potentially disrupt the accuracy and reliability of the regression model. In other words, each independent variable contributes unique information to the model, and none of them overlap significantly with the others. Therefore, it can be concluded that the research model is free from multicollinearity and is suitable for further analysis. This allows the researcher to confidently proceed with hypothesis testing, ensuring that the estimated effects of the work environment and leadership style on employee job satisfaction are valid and interpretable.

c. **Heteroscedasticity Test**

The heteroscedasticity test was conducted to determine whether there was unevenness in the residual variance between models in the regression model Sugiyono, (2020). In this study, the Glejser test was used. In conclusion, if the significance value is >5%, then there is no evidence of heteroscedasticity. The results of the heteroscedasticity test can be seen in the table below:

Table 3. Heteroskedasticity Test Results

Model	T	Sig.	Description
Work Environment	0,323	0,747	No Heteroskedasticity Occurred
Leadership Style	-1,302	0,197	No Heteroskedasticity Occurred

Source: Primary Processed Data, 2025

Based on Table 3, each variable has a Sig. value greater than 0.05, which indicates that heteroskedasticity does not occur in the regression model. This means that the residuals are distributed consistently across all levels of the independent variables, fulfilling one of the essential classical assumption tests in regression analysis. The absence of heteroskedasticity ensures that the estimated regression coefficients are efficient and that the standard errors are unbiased, allowing for valid hypothesis testing. Therefore, the independent variables in this study can be considered suitable and reliable for use, providing a solid foundation for analyzing the effects of the work environment and leadership style on employee job satisfaction.

Multiple Linear Regression Analysis Test

Table 4. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	9,665	2,018		4,791	0,000
Work Environment	0,311	0,098	0,358	3,164	0,002
Leadership Style	0,243	0,103	0,268	2,362	0,021

Source: Primary Processed Data, 2025

Based on the multiple linear regression analysis results in the table above, the regression equation is as follows:

$$Y = 9.665 + 0.311X_1 + 0.243X_2$$

From the regression model results, the following conclusions can be drawn:

a) The constant value of 9.665 indicates that even if the work environment and leadership style have no effect (assumed to be zero), employee job satisfaction would still increase by 9.665. This suggests that there are other external or unmeasured factors that may also contribute to employee satisfaction, such as personal motivation, compensation, or organizational culture.

b) The work environment variable has a significance value of 0.002, showing a significant positive effect on employee job satisfaction. The regression coefficient of 0.311 indicates that improvements in the work environment, such as creating a safe, comfortable, and supportive workplace, can substantially increase employee satisfaction, highlighting the critical role of organizational conditions in shaping work attitudes.

c) The leadership style variable has a significance value of 0.021, meaning it significantly influences job satisfaction. With a coefficient of 0.243, this implies that effective leadership through guidance, motivation, participative decision-making, and supportive supervision can further enhance employee satisfaction and engagement, reinforcing the importance of strong managerial practices.

d) In conclusion, both the work environment and leadership style simultaneously influence employee job satisfaction at the Puskesmas Pagelaran. These findings emphasize that management should prioritize maintaining and improving these two aspects, as doing so can enhance employee motivation, performance, and overall organizational effectiveness.

Hypothesis Testing

a. T-Test (Partial Test)

The hypothesis was tested using the T-test, which is used to examine the significance of the regression coefficient for the effect of each independent variable on the dependent variable (Sugiyono, 2020). This test aims to determine whether each independent variable individually has a meaningful contribution to explaining changes in the dependent variable. The significance test results are shown as follows:

Table 5. Partial T-Test Results

Variable	t-count	t-table	Sig.	Description
Leadership Style (X2)	3.164	1.991	0,002	H1 Accepted
Leadership Style (X2)	2.362	1.991	0.021	H2 Accepted

Source: Primary Data Processed, 2025

Based on Table 5, the interpretation of the T-test results is as follows:

1. **Hypothesis H1 Testing**

    The work environment variable (X1) has a significance value of 0.002 < 0.05, with a t-count of 3.164 > t-table value of 1.991. These results clearly indicate that the work environment has a positive and significant effect on employee job satisfaction. This means that improvements in various aspects of the workplace, such as safety, comfort, cleanliness, available facilities, organizational support, and harmonious interpersonal relationships, can directly enhance employees' perceptions of their jobs and overall work experience. Therefore, since the effect of the work environment on job satisfaction is statistically proven, H1 is accepted. This finding confirms that a better and more conducive work environment can lead to higher levels of employee job satisfaction, which can further improve motivation, engagement, and overall performance within the organization, ultimately supporting the achievement of organizational goals.

2. **Hypothesis H2 Testing**

    The leadership style variable (X2) has a significance value of 0.021 < 0.05, with a t-count of 2.362 > t-table value of 1.991. This indicates that leadership style has a positive and significant effect on employee job satisfaction. Although its influence is not as strong as that of the work environment variable, the results clearly show that leadership style still makes an important contribution to enhancing employee satisfaction, particularly through guidance, motivation, fair decision-making, and supportive supervision. Therefore, since the effect of leadership style on job satisfaction is statistically proven, H2 is accepted. This finding emphasizes that effective leadership is a key factor in fostering a positive work atmosphere, encouraging employee engagement, and supporting overall organizational performance and productivity.

b. **F-Test (Simultaneous Test)**

    The hypothesis was also tested using the F-test, which examines the simultaneous significance of all independent variables on the dependent variable Sugiyono, (2020). This test aims to determine whether the work environment (X_1) and leadership style (X_2) collectively have a significant effect on employee job satisfaction (Y). The F-test results are presented below as evidence of the simultaneous influence of the independent variables on the dependent variable:

Table 6. F-Test (Simultaneous) Results

Variable	F-Value	Sig.	Description

Work Environment (X_1) Leadership Style (X_2) Job Satisfaction (Y)	16,483	0,000	H3 Accepted

Source: Primary Processed Data, 2025

Based on Table 6, the interpretation of the F-test results is as follows:

1. **Hypothesis Testing (H$_3$)**

The F-test yielded an F-value of 16.483 with a significance level of 0.000. Since the significance value is less than 0.05, it can be concluded that the work environment and leadership style simultaneously have a significant effect on employee job satisfaction. This finding clearly demonstrates that both variables, when considered together, play a crucial role in shaping employee perceptions of their work and overall satisfaction within the organization. The results suggest that targeted improvements in both the work environment and leadership practices can collectively enhance employee motivation, engagement, and performance, as well as strengthen organizational culture and team cohesion. Thus, H3 is accepted, indicating that management attention to these two factors is essential for creating a more productive, supportive, and satisfying workplace that can drive long-term success.

c. **Coefficient of Determination (R²)**

The coefficient of determination (R²) measures the proportion of variance in the dependent variable that can be explained by the independent variables Sugiyono, (2020). In other words, this test shows how well the regression model is able to describe the relationship between variables. The results of the R² test are shown in the following table:

Table 7. Coefficient of Determination (R²) Results

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	0,550	0,303	0,284	1,977

Source: Primary Processed Data, 2025

Based on Table 7, the R Square value is 0.303, indicating that 30.3% of the variation in job satisfaction can be explained by work environment and leadership style. Although this value is considered moderate to low, in the context of social science research a relatively low R² is still deemed acceptable. This is supported by Ozili, (2022), who states that in social studies, a low R² can be acceptable as long as the relationship between variables is statistically significant and provides meaningful insights. Furthermore, the low R² value also suggests that there are other external factors, such as organizational culture, compensation, or career development opportunities, which may contribute to employee job satisfaction but were not included in this study. Therefore, future research is encouraged to incorporate these additional variables to obtain a more comprehensive understanding of the factors influencing job satisfaction.

4. **Conclusion and Suggestion**

This study revealed that the work environment and leadership style have a positive and significant influence on employee job satisfaction at the Pagelaran Community Health

Center. A conducive work environment, both physical and non-physical, increases job satisfaction by creating a safe, comfortable, and harmonious workplace atmosphere. Similarly, a participatory leadership style characterized by motivation, role modeling, openness, and fairness in collaboration plays an important role in fostering a positive work climate. Collectively, these variables explain part of job satisfaction, although other factors such as compensation, career development, and workload also contribute. The findings of this study emphasize that improving job satisfaction requires not only adequate work facilities, but also supportive leadership and sustainable employee development strategies to strengthen organizational performance and service quality.

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