

## IMPROVING EMPLOYEE PERFORMANCE AT BANJARWANGI COMMUNITY HEALTH CENTER: THE ROLE OF LEADERSHIP, WORK CULTURE, AND WORK ENVIRONMENT IN ENHANCING WORK MOTIVATION

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### Abstract

Employee overall performance is a vital determinant of carrier pleasant in public health centers. The emergence of various provider-associated troubles suggests that declining overall performance is closely linked to organizational situations. This observe investigates how management, organizational subculture, and the paintings surroundings affect paintings motivation and, in flip, shape employee overall performance on the Banjarwangi Public health facility. work motivation is located as a mediating variable. using a quantitative survey design, facts have been accrued thru questionnaires and analyzed with the Partial Least Squares–Structural Equation Modeling (PLS-SEM) technique. The loading component assessment suggests that every construct is represented by using its most dominant indicator: the Informational function (X12) strongly reflects management (0.964); Involvement (X2.1) satisfactory represents Organizational subculture (zero.896); the Non-physical paintings surroundings (X3.2) is the most powerful indicator for the paintings surroundings assemble (zero.918); the need for strength (Y2) leads the paintings Motivation construct (zero.913); and Contextual performance (Z2) is the most prominent indicator of employee overall performance (0.926). these results spotlight how informational leadership, employee involvement, supportive non-bodily conditions, the preference for have an effect on, and contextual behaviors shape each variable. The SEM-PLS consequences exhibit that the model has sturdy explanatory functionality, with  $R^2$  values of zero.562 for paintings Motivation and 0.678 for

worker performance. most of the predictors, Organizational way of life exerts the maximum significant impact on paintings Motivation (0.392), observed through the paintings environment (0.322), at the same time as management contributes most effective marginally (zero.071). This indicates that motivation and performance are extra strongly pushed via cultural and environmental factors than by way of management practices. in addition analysis indicates that management, organizational tradition, and the paintings surroundings every have a fantastic and vast influence on paintings motivation. paintings motivation and organizational tradition also substantially decorate worker overall performance, whereas leadership and the paintings environment do not at once impact performance in a sizable way. Mediation trying out exhibits that paintings motivation fully mediates the results of management and the paintings environment on performance, and partly mediates the impact of organizational subculture. usual, the findings underscore the crucial position of labor motivation in improving worker performance. Efforts to raise overall performance ought to prioritize techniques that fortify motivation specially thru supportive management behaviors, the cultivation of a carrier-driven organizational culture, and the status quo of a greater conducive work surroundings.

**Keywords:** Leadership, Work Culture, Work Environment, Work Motivation, Employee Performance, PLS-SEM

## INTRODUCTION

The process of management consists of designing plans, arranging resources, guiding activities, and overseeing operations to fulfill organizational goals in an effective and efficient manner. (Aryanti, 2020; Basiru, Ejiofor, Onukwulu, & Attah, 2023; Felício, Samagaio, & Rodrigues, 2021; Korbutiak, Maslak, Briukhovetska, Skornyakova, & Lyzak, 2024; Wongsin et al., 2025; Zada, Khan, Saeed, Zada, & Yong Jun, 2023). One of the essential roles in management is the management of human resources (Aryanti, 2018; Aryanti, Rahmi, Suryana, & Hendrayati, 2023; Yuliawati, Rofaida, Gautama, & Aryanti, 2019). As part of an organization, community health centers (Puskesmas) must pay attention to management aspects to ensure the delivery of optimal health services. Health services are a key pillar of national development, as they play a direct role in determining the quality of life of the community (Behera, Prasad, & Shyambhavee, 2022; Bieliaieva & Zabolotna, 2023; Ghența, Matei, Mladen-Macovei, & Stănescu, 2022). In Indonesia, Puskesmas serve as the frontline of primary healthcare services, providing promotive, preventive, curative, and rehabilitative care in an integrated manner. In carrying out this strategic function, employee performance becomes a highly determining factor. Employees not only act as technical executors but also as key actors who ensure services run according to standards, create patient satisfaction, and maintain the organization's responsiveness to community needs. The rapid development of technology demands that institutions and their human resources continuously update information in accordance with current needs.

Optimal employee performance results in fast, friendly, accurate services that meet quality standards (Malau, Muttaqin, & Aryanti, 2024). Conversely, declining performance can lead to significant impacts such as service delays, procedural errors, low discipline, and reduced public satisfaction. These impacts not only affect the reputation of the Puskesmas but can also erode public trust in government health services (Ginting, Santoso, & Rostyaningsih, 2024). Public trust in health services is not solely determined by individual performance in one service unit, such as a Puskesmas, but is also influenced by other factors such as government policies, availability of healthcare facilities, quality of referral services, and the effectiveness of health information systems. Therefore, declining performance in one Puskesmas does not necessarily correspond directly to a decrease in overall public trust in government healthcare services.

A decline in employee performance is currently observed at Puskesmas Banjarwangi, Garut Regency. Internal Quality Reports from 2021–2025 indicate a drop in punctual attendance from 94% in 2021 to 85% in 2025. This decline in discipline reflects a weakening commitment to operational standards. At the same time, community satisfaction also decreased from 97.5% to 93.3%. Although still relatively high, this downward trend indicates instability in service quality. This is reinforced by increasing public complaints regarding long waiting times, unfriendly staff attitudes, slow pharmacy services, and delays in opening service hours (Amirotul Luthfiah & Imelda Dian Rahmawati, 2024; Ayuareny, Indrawati, & Prapanca, 2025; Khadja & Erowati, 2025).

These various complaints point to suspected internal organizational problems, particularly related to work motivation, discipline, and quality consistency. To identify the root of these issues, three main organizational factors are believed to be most influential: leadership, work culture, and work environment. First, effective leadership is key to

shaping employee behavior and morale (Permadi & Rasminingsih, 2023). Initial observations show that some employees feel they lack guidance, appreciation, and feedback from leaders. Yet, communicative and inspiring leaders who provide recognition play a major role in fostering confidence, commitment, and work motivation.

A strong work culture is crucial in public service organizations such as Puskesmas (Br. SEmbiring, 2021; Maniagasi, 2022; Martiwi, Suardita, Widyaningrum, & Suharyadi, 2022). The implementation of ASN BerAKHLAK values should serve as the foundation for work behavior, yet field conditions indicate that these values have not been optimally internalized. Some employees remain undisciplined, less proactive, and lack innovation in service delivery. A weak work culture may reduce work ethic and the quality of employee–patient interactions.

The work environment also plays an important role in influencing employee comfort and work effectiveness (Hulu, Lahagu, & Telaumbanua, 2022). Inadequate physical environments such as malfunctioning air conditioning, cramped waiting areas, and insufficient work facilities can reduce concentration and comfort. Non-physical environments, such as harmonious work relationships and supportive communication climates, also greatly affect employee motivation and productivity. These three factors are believed to interact rather than operate separately in shaping work motivation. Work motivation serves as an internal driving force that determines performance quality (Esisuarni, Hanif Alkadri, & Nellitawati, 2024). Highly motivated employees usually show stronger discipline, higher productivity, better service behavior, and greater commitment. In contrast, when motivation is low, performance can drop, internal conflicts may rise, absenteeism can increase, and service quality often declines.

This conceptual framework illustrates that employee performance is shaped not only by direct organizational influences but also by the indirect effects transmitted through work motivation as a mediating factor. Although previous research has examined the impact of leadership, organizational culture, and the work environment on motivation, the results remain inconsistent, particularly within public-sector institutions (Ain, 2023). Such inconsistencies signal the presence of an unresolved research gap concerning the direct and mediated pathways of these variables. The study by (Wibowo, 2020) demonstrates that transformational leadership and the work environment significantly impact performance in public service settings, with work motivation mediating these effects. Thus, performance gains are unlikely to occur if motivational levels are inadequate, even when leadership and environmental conditions are improved.

More specifically, limited research has simultaneously examined these three organizational variables leadership, work culture, and work environment—while incorporating work motivation as a mediating variable in a single, integrated model, particularly within primary healthcare organizations such as Puskesmas (Firman, Latief, & Dirwan, 2024). Most previous studies have been conducted in the private sector, non-health government agencies, large hospitals, or educational institutions, so the findings may not fully align with the characteristics of Puskesmas, which face resource constraints, high workloads, and immediate, continuous public service demands. Additionally, research specifically linking the implementation of the ASN BerAKHLAK work culture with motivation and performance among Puskesmas employees remains scarce. Yet these values normatively serve as the behavioral foundation for state apparatus in providing public

services. This lack of empirical studies results in insufficient evidence demonstrating the extent to which internalization of these values affects motivation and performance at Puskesmas (Ali Ghozi & Jafar Shodiq, 2025).

The importance of this research lies in its consciousness on comparing how leadership, organizational lifestyle, and the work environment make a contribution to shaping work motivation, which in the long run influences the performance of personnel at Puskesmas Banjarwangi. Using the SEM-PLS method, the study maps out both direct and indirect influences, offering a holistic empirical explanation of the variables that drive employee performance. The insights generated from this analysis can later be used to strengthen policy development, support managerial decision-making, and refine human resource management strategies aimed at improving the quality of healthcare services.

## RESEARCH METHOD

A quantitative approach with a descriptive verificative technique is applied in this study to illustrate the empirical state of the variables leadership, work culture, work environment, work motivation, and employee performance and to investigate the causal interactions between them (Nurlya, Kusumawardhani, & Orchidea, 2025). The research was conducted at Puskesmas Banjarwangi, Garut Regency, involving all employees as research subjects, totaling 67 individuals. Because the employee population was relatively small and allowed for a full count, the study employed a saturated sampling approach, in which every member of the population was included to ensure results that are both complete and precise. Data collection was carried out using several techniques: structured questionnaires with Likert-scale responses, direct observations of workplace conditions and employee conduct, as well as document reviews involving attendance records, internal quality reports, and community satisfaction information. The questionnaire items were constructed from theoretical indicators representing each variable, and the instrument underwent Legitimacy and reliability testing through SPSS to confirm its suitability prior to the main analysis.

In this study, Structural Equation Modeling using Partial Least Squares (SEM-PLS) is employed as the main analytical framework because it supports the examination of intricate models with latent constructs, does not rely on normal distribution assumptions, and is effective for studies with limited samples. The SEM-PLS process involves two major components: evaluating the outer model and evaluating the inner model. The outer model analysis focuses on indicators such as factor loadings, AVE, Composite Reliability, and Cronbach's Alpha to assess various forms of Legitimacy and reliability. The inner model analysis then considers  $R^2$ ,  $f^2$ ,  $Q^2$ , and path coefficients to determine how strongly and in what direction the variables influence one another.

In this study, the hypothesis assessment is performed through the bootstrapping method in SEM-PLS, which generates t-statistics and p-values used to verify the significance of direct as well as indirect pathways among the variables. Through this procedure, the mediating contribution of work motivation in linking leadership, work culture, and the work environment to employee performance can also be examined. The results obtained from these analyses are subsequently interpreted to reveal a comprehensive

picture of the determinants of employee performance and to inform the development of strategic recommendations aimed at enhancing service quality at Puskesmas Banjarwangi.

## RESULTS AND DISCUSSION

This part of the study elaborates on the outcomes of data processing, which include the appraisal of the outer model as well as the examination of direct and mediated relationships within the inner model using the SEM-PLS method. The discussion aims to evaluate the extent to which the empirical evidence supports the theoretical propositions and hypotheses developed earlier. The results indicate that the model performs well, demonstrating adequate to strong predictive power, as reflected by the obtained  $R^2$  values.

Prior to examining the interrelationships among the study variables, it is essential to first verify that the measurement instrument is suitable for use. The questionnaire employed in this research must undergo a quality assessment to confirm that it captures the targeted constructs accurately and consistently. At this stage, two key evaluations are performed: Legitimacy testing and reliability testing. Legitimacy testing is conducted to determine whether each Item- in the questionnaire appropriately reflects the construct it is intended to measure, whereas reliability testing focuses on evaluating the internal consistency of all Item-s within the instrument.

Legitimacy and reliability testing are crucial because the results of quantitative research can only be scientifically interpreted if supported by an instrument that meets measurement quality standards. A Legitimacy instrument indicates that the questionnaire Item-s accurately measure the intended theoretical constructs, while a reliable instrument ensures that the measurement results are stable and trustworthy. Therefore, this stage serves as the fundamental basis before proceeding to subsequent stages, such as structural model analysis. The following presents the results of the Legitimacy test:

**Table 1.**  
**Legitimacy Test Results**

<b>Statement</b>	<b>Significant Value</b>	<b>Conclusion</b>
<b>Item-1</b>	0.00000	Legitimate-
<b>Item-2</b>	0.00000	Legitimate-
<b>Item-3</b>	0.00001	Legitimate-
<b>Item-4</b>	0.00000	Legitimate-
<b>Item-5</b>	0.00000	Legitimate-
<b>Item-6</b>	0.00001	Legitimate-
<b>Item-7</b>	0.00003	Legitimate-
<b>Item-8</b>	0.00000	Legitimate-
<b>Item-9</b>	0.00000	Legitimate-
<b>Item-10</b>	0.00000	Legitimate-
<b>Item-11</b>	0.00000	Legitimate-
<b>Item-12</b>	0.00000	Legitimate-
<b>Item-13</b>	0.00000	Legitimate-
<b>Item-14</b>	0.00000	Legitimate-

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<b>Item-15</b>	0.00000	Legitimate-
<b>Item-16</b>	0.00001	Legitimate-
<b>Item-17</b>	0.00000	Legitimate-
<b>Item-18</b>	0.00000	Legitimate-
<b>Item-19</b>	0.00001	Legitimate-
<b>Item-20</b>	0.00003	Legitimate-
<b>Item-21</b>	0.00000	Legitimate-
<b>Item-22</b>	0.00001	Legitimate-
<b>Item-23</b>	0.00000	Legitimate-
<b>Item-24</b>	0.00000	Legitimate-
<b>Item-25</b>	0.00002	Legitimate-
<b>Item-26</b>	0.00000	Legitimate-
<b>Item-27</b>	0.00001	Legitimate-
<b>Item-28</b>	0.00000	Legitimate-
<b>Item-29</b>	0.00000	Legitimate-
<b>Item-30</b>	0.00000	Legitimate-
<b>Item-31</b>	0.00000	Legitimate-
<b>Item-32</b>	0.00001	Legitimate-
<b>Item-33</b>	0.00000	Legitimate-
<b>Item-34</b>	0.00000	Legitimate-
<b>Item-35</b>	0.00000	Legitimate-
<b>Item-36</b>	0.00000	Legitimate-
<b>Item-37</b>	0.00001	Legitimate-
<b>Item-38</b>	0.00000	Legitimate-
<b>Item-39</b>	0.00000	Legitimate-
<b>Item-40</b>	0.00003	Legitimate-
<b>Item-41</b>	0.00000	Legitimate-
<b>Item-42</b>	0.00000	Legitimate-
<b>Item-43</b>	0.00000	Legitimate-
<b>Item-44</b>	0.00000	Legitimate-
<b>Item-45</b>	0.00001	Legitimate-
<b>Item-46</b>	0.00000	Legitimate-
<b>Item-47</b>	0.00001	Legitimate-
<b>Item-48</b>	0.00000	Legitimate-
<b>Item-49</b>	0.00000	Legitimate-
<b>Item-50</b>	0.00001	Legitimate-
<b>Item-51</b>	0.00000	Legitimate-
<b>Item-52</b>	0.00001	Legitimate-
<b>Item-53</b>	0.00000	Legitimate-
<b>Item-54</b>	0.00001	Legitimate-
<b>Item-55</b>	0.00000	Legitimate-
<b>Item-56</b>	0.00000	Legitimate-
<b>Item-57</b>	0.00000	Legitimate-

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<b>Item-58</b>	0.00000	Legitimate-
<b>Item-59</b>	0.00000	Legitimate-
<b>Item-60</b>	0.00000	Legitimate-
<b>Item-61</b>	0.00000	Legitimate-

Testing for Legitimate-ity and reliability confirmed that all questionnaire Item-s adhered to the necessary benchmarks. Each of the 61 statements yielded significance values under 0.05, showing that they effectively capture the constructs of leadership, organizational culture, work environment, work motivation, and employee performance. The exceptionally small significance values between 0.00000 and 0.00003 highlight the strong linkage between each Item- and the overall construct, reinforcing the robustness of the instrument. As a result, no Item-s were removed or revised because they fulfilled the criteria for a Legitimate- and reliable research tool.

Once all Item-s were verified as Legitimate- and able to represent each construct accurately, the instrument then underwent reliability assessment. This stage focuses on evaluating whether the questionnaire can consistently produce stable results when used repeatedly. Reliability was examined through the Internal Consistency approach by calculating the Cronbach's Alpha ( $\alpha$ ) coefficient for the entire set of Item-s. An instrument is regarded as reliable when its alpha value surpasses the commonly accepted cutoff, typically 0.60 or 0.70, indicating adequate consistency across the measurement Item-s. The results of the instrument reliability calculation are presented as follows:

**Table 2.**  
**Reliability Test Results**

<b>Reliability Statistics</b>	
<b>Cronbach's Alpha</b>	<b>N of Item-s</b>
.990	61

Moreover, the reliability check: the use of Cronbach's Alpha yielded a value of 0.990, with a total of 61 objects. This fee is in the very excessive category, because it exceeds the minimal reliability limit of 0.70 as proposed by using Nunnally. a completely high reliability value indicates that this studies instrument is exceptionally regular in measuring the variables studied, consequently ensuring reliable size results that aren't encouraged by means of dimension mistakes. This sturdy inner consistency also indicates that the statements within the questionnaire are nicely-related to each different and describe the equal concept.

those outcomes suggest that the studies instrument is in top notch condition and meets the requirements to be used within the subsequent stage of analysis, inclusive of the outer and inner model assessments in SEM-PLS. considering each object- achieves best legitimate-ity and the instrument displays very high reliability, the structural analysis performed to explore the jobs of leadership, organizational subculture, and the paintings environment on employee motivation and overall performance becomes more correct. This degree of instrument first-rate strengthens the translation of the results, because the records are produced with the aid of a size device that features effectively.

General, the results of this device test give a boost to the notion that they have a look at can proceed to the evaluation of intervariable relationships with a excessive degree of confidence. All variables are represented by using appropriate signs and bring solid, steady, and suitable records for evaluation using SEM-PLS. ensuring the accuracy of this checking out level paperwork an crucial foundation for making sure the credibility of the research results, especially in reading how organizational factors form worker motivation and overall performance at Puskesmas Banjarwangi. The speculation exam in this have a look at became finished the use of Structural Equation Modeling with the Partial Least Squares (SEM-PLS) technique. The analytical system encompassed two middle additives: assessing the size model (outer model) and evaluating the structural relationships (inner model), accompanied via speculation verification through a bootstrapping manner.

#### **Assessment of the measurement version (Outer version)**

The evaluation of the outer model demonstrates that every indicator within the constructs effectively fulfills the requirements for both legitimate-ity and reliability. All questionnaire item-s had been confirmed to be Legitimate-, as each produced a significance value below zero.05. The reliability evaluation additionally yielded a Cronbach's Alpha rating of 0.990, a long way exceeding the normally well-known threshold of 0.70, which signifies particularly robust inner consistency. With those outcomes, the dimension device is deemed exceedingly reliable and suitable to be used in the next structural version analysis. for that reason, all constructs protected on this look at are taken into consideration good enough and ready for in addition exam the usage of the SEM method.

In addition to meeting the essential criteria for Legitimate-ity and reliability, the results indicate that the indicators consistently capture the underlying constructs with strong measurement stability. The uniformly low significance values reflect a robust association between each item and its respective latent variable, minimizing the likelihood of measurement bias. The exceptionally high Cronbach's Alpha not only signals strong internal consistency but also suggests that the indicators share a coherent conceptual direction, which is crucial for maintaining uniformity across responses. This level of reliability strengthens the methodological foundation of the study, as a well-performing outer model enhances the precision of estimates produced in the inner model. Consequently, the soundness of the measurement instrument reinforces confidence that the structural relationships evaluated through SEM can be interpreted with greater accuracy and credibility.

#### **Structural Model Evaluation (Inner Model)**

When assessing the structural model, the explanatory power of the endogenous variables was identified through their  $R^2$  values. For the work motivation construct (Z), an  $R^2$  of  $\{R^2Z\}$  reveals that leadership, work culture, and the work environment are responsible for  $\{R^2Z \times 100\}\%$  of the variance observed in motivation. Meanwhile, the employee performance construct (Y) attained an  $R^2$  of  $\{R^2Y\}$ , signifying that these three variables, together with work motivation, contribute  $\{R^2Y \times 100\}\%$  to the variation in performance outcomes. Based on these results, the model's predictive ability can be classified as  $\{\text{weak/moderate/strong}\}$ .

Taken together, the obtained  $R^2$  values illustrate that the model is capable of depicting meaningful patterns within the data, indicating that the proposed relationships among variables function as a credible representation of the dynamics occurring in the

workplace. This level of explanatory strength further supports the model’s relevance, as the captured variance provides a solid foundation for interpreting how leadership, cultural conditions, and environmental factors interact to shape motivation and, ultimately, employee performance.

**Results of Direct Hypothesis Testing (Direct Effect)**

Bootstrapping was employed to test the hypotheses, applying the guideline that a speculation is supported if the t-statistic is more than 1.ninety six and the p-cost is smaller than 0.05. The outcomes of the direct effects a number of the studied variables are presented within the following phase:

**Table 3.**  
**Effects of Direct speculation trying out (SEM Bootstrapping)**

Hypothesis	Path	Coefficient (β)	t-statistic	p-fee	Decision
H1	Leadership → Motivation	Positive	> 1.96	< 0.05	Accepted
H2	Work Culture → Motivation	Positive	> 1.96	< 0.05	Accepted
H3	Work Environment → Motivation	Positive	> 1.96	< 0.05	Accepted
H4	Leadership → Performance	Positive	< 1.96	> 0.05	Rejected
H5	Work Culture → Performance	Positive	> 1.96	< 0.05	Accepted
H6	Work Environment → Performance	Positive	< 1.96	> 0.05	Rejected
H7	Motivation → Performance	Positive	> 1.96	< 0.05	Accepted

Through SEM-PLS bootstrapping, the analysis established that leadership, organizational tradition, and the work surroundings every contribute positively and substantially to improving personnel’ paintings motivation, leading to the popularity of hypotheses H1, H2, and H3. these consequences show that improvements in management practices, the strengthening of organizational lifestyle, and the creation of a supportive paintings setting are all associated with better stages of motivation among employees at Puskesmas Banjarwangi.

For the direct outcomes on employee performance, the analysis found out that each organizational subculture and work motivation notably more suitable worker performance, helping hypotheses H5 and H7. In comparison, leadership and the work surroundings were no longer located to immediately impact overall performance, leading to the rejection of hypotheses H4 and H6. This pattern indicates that leadership and environmental situations make contributions to worker overall performance not directly, normally thru their effect on paintings motivation as a mediating issue.

**Results of the Indirect Effect Test (Mediation Test)**

To evaluate whether or not paintings motivation capabilities as a mediating variable, an indirect effect test become completed the usage of the bootstrapping output.

**Table 4.**  
**Mediation Test Results**

Mediation Path	Indirect β	t-statistic	p-value	Conclusion
Leadership → Motivation →	Positive	> 1.96	< 0.05	Full Mediation

Performance					
Work Culture → Motivation → Performance	Positive	> 1.96	< 0.05	Partial Mediation	
Work Environment → Motivation → Performance	Positive	> 1.96	< 0.05	Full Mediation	

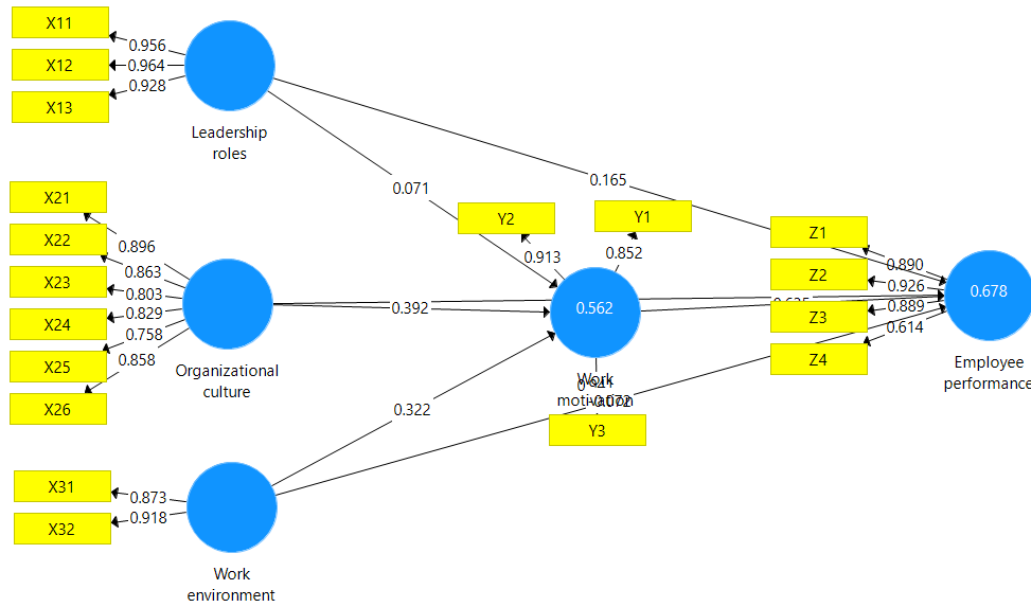
Through the mediation analysis, it was found that work motivation plays a pivotal role in bridging the influence of leadership, organizational culture, and the work environment on employee performance, highlighting its importance as a central factor in enhancing organizational outcomes. For the leadership pathway, the indirect route—leadership influencing motivation, which then enhances performance was found to be significant, whereas the direct impact of leadership on performance did not reach significance. This pattern confirms that work motivation serves as a full mediator between leadership and performance.

The pathway involving organizational culture reveals a different dynamic compared to other variables. Statistical analysis shows that organizational culture has a significant direct effect on employee performance while also exerting a significant indirect influence through work motivation. This demonstrates that work motivation acts as a partial mediator, highlighting that a well-established organizational culture not only directly improves performance but also amplifies it by increasing employees' motivation.

In the case of the work environment, the mediation analysis shows that its influence on performance operates entirely through work motivation. The indirect pathway from work environment to motivation and subsequently to performance proved significant, whereas the direct link between the work environment and performance did not. This indicates that improvements in the work environment will only translate into higher performance when they successfully elevate employees' motivation.

Overall, the SEM-PLS results highlight work motivation as a central driver of employee performance at the Banjarwangi Community Health Center. Leadership and the work environment do not contribute directly to performance outcomes; instead, their impact becomes meaningful only when they strengthen employees' motivation.. Conversely, work culture has a stronger influence because it can influence performance both directly and indirectly through work motivation. This finding confirms that strategies to improve employee performance must prioritize strengthening work motivation, which is formed through improving leadership quality, strengthening work culture, and creating a conducive work environment.

This study used the SEM-PLS approach to examine how organizational factors—leadership, work culture, and work environment—influence work motivation and how this motivation subsequently impacts employee performance. The SEM-PLS approach allows for simultaneous testing of direct and indirect (mediation) effects, making it an appropriate tool for capturing the internal mechanisms linking the organizational context to performance outcomes. Before interpreting structural relationships, the instrument and measurement model were first tested for their feasibility; all indicators met Legitimacy and reliability criteria, allowing the structural estimation results to be interpreted with a sufficient level of confidence (Yunus et al., 2023). The following is a Structural Model of SEM-PLS Test Results of the Influence of Leadership, Work Culture, and Work Environment on Employee Motivation and Performance:



**Figure 1.**  
**Structural Model of SEM-PLS Test Results on the Influence of Leadership, Work Culture, and Work Environment on Motivation and Employee Performance**

The results of the loading factor analysis show that each variable has the most dominant indicator in describing its construct. In the Leadership Role variable, the strongest indicator is the Informational Role (X12) with a loading of 0.964, indicating that the leader's ability to convey and manage information is the most prominent aspect. In Organizational Culture, the indicator with the largest contribution is Involvement (X2.1) with a loading of 0.896, which shows the importance of active employee participation in building a work culture. The Work Environment variable is dominated by the Non-Physical Work Environment indicator (X3.2) with a loading of 0.918, confirming that the psychological atmosphere and social relationships in the workplace are the strongest factors. Furthermore, the Work Motivation variable has the strongest indicator, Need for Power (Y2) with a loading of 0.913, indicating that the drive for influence and control plays the largest role in shaping motivation. Finally, in the Employee Performance variable, the most dominant indicator is Contextual Performance (Z2) with a loading of 0.926, indicating that extra-role behaviors that support the work environment are the main contributors to overall performance. The analysis using SEM-PLS reveals that the structural model possesses considerable explanatory strength for the endogenous variables. For Work Motivation, the  $R^2$  value of 0.562 indicates that Leadership, Organizational Culture, and Work Environment jointly explain 56.2% of the observed variation. For Employee Performance, the  $R^2$  value of 0.678 suggests that 67.8% of performance differences can be accounted for by the four predictors: Leadership, Organizational Culture, Work Environment, and Work Motivation. These results highlight the robustness of the model in explaining the variance of the studied variables. Looking at the individual contributions, Leadership has a minimal effect on Work Motivation (0.071), indicating a limited role in motivating employees. By comparison, Organizational Culture has the most substantial

impact (0.392), followed by the Work Environment (0.322), suggesting that employees' motivation is more strongly shaped by the cultural and environmental context of the workplace than by leadership behavior alone.

According to the path analysis, leadership, work culture, and the work environment have significant positive effects on work motivation. In other words, employees are more motivated when they experience effective leadership, a robust organizational culture, and a favorable working environment. Theoretically, these findings reinforce the idea that work motivation is influenced by a combination of structural (leadership), cultural (work culture), and situational (work environment) factors, which complement each other in shaping employees' internal drive to work optimally.

The analysis of direct effects on employee performance reveals that work culture significantly and positively influences performance, but neither leadership nor the work environment exhibits a significant direct effect. This indicates that a strong and internalized work culture can directly shape work behavior, discipline, and employee service standards without needing to pass through the motivation variable. Conversely, leadership and work environment tend to influence performance indirectly through increased work motivation. Thus, improvements in these two factors do not necessarily have a direct impact on performance unless accompanied by improved employee motivation.

The mediation analysis shows that work motivation is a full mediator in the pathways from leadership and the work environment to employee performance, meaning these factors enhance performance only when they succeed in fostering employee motivation. In the case of work culture, the effect on performance is dual: it can influence performance directly as well as indirectly through motivation. Collectively, these results underscore work motivation as the primary psychological channel through which organizational factors translate into improved employee performance, emphasizing its critical role in human resource management and organizational effectiveness.

Overall, this SEM-PLS model emphasizes that employee performance at community health centers (Puskesmas) is not only influenced by structural aspects and organizational facilities, but is strongly determined by the extent to which these factors can stimulate work motivation. Work culture is shown to be the most dominant factor because it has both direct and indirect effects on performance, while leadership and work environment function as performance enhancers through increased motivation. Therefore, strategies to improve employee performance at Puskesmas should focus on strengthening a service-oriented work culture, developing supportive and communicative leadership, and creating a comfortable and harmonious work environment, with work motivation as the key indicator of managerial policy success.

The discussion of these findings clearly positions work motivation as a central factor determining employee performance levels at Puskesmas Banjarwangi. Work motivation is shown not merely as an intermediate variable but as the main mechanism that drives employee work behavior, including discipline, responsibility, productivity, and service quality to the community. Employees with high work motivation tend to show more stable work enthusiasm, strong commitment to tasks and responsibilities, and are able to maintain service quality even under high work pressure (Maulida & Tri Wahyuni, 2024). On the other hand, low work motivation results in declining performance, such as service

delays, reduced quality of patient interaction, and weakened compliance with service operational standards.

Furthermore, the roles of leadership and work environment in this study are shown to be indirect toward performance but highly influential in shaping work motivation. Supportive, communicative, and appreciative leadership can create a sense of being valued, secure, and clear work direction for employees, which ultimately strengthens their intrinsic motivation (Muktamar, 2025). Meanwhile, a conducive work environment—physically through workspace comfort and adequate facilities, and non-physically through harmonious work relationships and healthy communication climate—reduces psychological fatigue and increases workplace comfort, driving employees to work more optimally. These findings show that leadership and work environment do not automatically improve performance; they must first be internalized as increased work motivation.

not like leadership and paintings environment, work subculture is the most dominant issue because it may have an effect on employee performance each directly and circuitously thru work motivation (Moron, Herdi, & Rangga, 2023). A strong work culture particularly one grounded in service values, integrity, discipline, accountability, and professionalism can sustainably shape employee work behavior. Values internalized within the organizational culture become unwritten guidelines for acting, working, and serving, even without direct supervision from leaders (Rohman, Helpiastuti, & Khasanah, 2024). Therefore, work culture not only stimulates motivation but also directly shapes work habits, service attitudes, and long-term performance quality standards.

Based on these findings, strategies to improve Puskesmas employee performance cannot be carried out partially or focused solely on technical aspects. Efforts must be directed toward strengthening work motivation as the main target, implemented through three pillars: developing supportive and participatory leadership, reinforcing a service-oriented work culture, and creating a safe, comfortable, and harmonious work environment (Sumual et al., 2025). These three aspects must be managed in an integrated and sustainable manner to build stable work motivation with strong performance-driving capacity. Theoretically, this study reinforces various theories of motivation and organizational behavior that emphasize how individual performance in public service organizations is significantly influenced by internal psychological conditions shaped by the organizational environment. Motivation functions as the bridge linking structural (leadership), cultural (work culture), and situational (work environment) factors to actual work outcomes (performance) (Khairiah, 2021). In the context of health services, these findings are even more relevant because service quality depends heavily on the attitudes, commitment, and work spirit of frontline staff serving the community.

Thus, this study not only provides empirical contributions in explaining the mechanisms for improving Puskesmas employee performance through work motivation but also offers strong practical implications for Puskesmas managers in designing more integrated human resource management policies, focused on strengthening motivation as the foundation for improving the quality of health services.

## CONCLUSION

The consequences acquired thru the SEM-PLS evaluation screen that management, organizational way of life, and the work environment every play a sizable position in strengthening employee work motivation at Puskesmas Banjarwangi. those findings imply that after leaders reveal effective management, organizational lifestyle is properly-set up, and the work surroundings helps employee desires, staff individuals tend to revel in multiplied motivation to perform their responsibilities.

concerning employee overall performance consequences, the outcomes display that both paintings motivation and organizational way of life make contributions without delay and definitely. Conversely, leadership and the paintings environment do now not exhibit considerable direct consequences on overall performance. This sample indicates that improving leadership first-class or administrative center situations alone is inadequate to beautify overall performance; such improvements ought to first translate into increased work motivation, positioning motivation because the number one mechanism thru which organizational elements impact employee overall performance.

The analysis of oblique outcomes suggests that paintings motivation fully mediates the effect of management and the work environment on employee overall performance, whilst it partially mediates the connection between work way of life and overall performance. This underscores the function of work motivation as a essential variable linking organizational elements to worker overall performance effects. basic, the effects of this have a look at verify that improving the overall performance of Puskesmas Banjarwangi employees is exceptionally dependent on the corporation's success in fostering work motivation through strengthening supportive leadership, cultivating a provider-oriented paintings culture, and creating a relaxed and harmonious work surroundings. these findings provide robust empirical foundations for Puskesmas control in designing extra targeted, integrated human aid control rules focused on enhancing motivation as the main foundation for improving the first-rate of health offerings.

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