
**THE EFFECT OF LEADERSHIP STYLE AND WORK
ENVIRONMENT ON EMPLOYEE JOB SATISFACTION AT THE
SUNGAI LAUR COMMUNITY HEALTH CENTER, KETAPANG
REGENCY**

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Abstract

This study aims to analyze the effect of Leadership Style and Work Environment on employee Job Satisfaction at the Sungai Laur Community Health Center, Ketapang Regency. This research uses a quantitative approach with an associative design. The sample consisted of 41 respondents selected using a saturated sampling technique, in which the entire population was used as the sample. Data were collected through questionnaires and analyzed using multiple linear regression with the assistance of SPSS through validity tests, reliability tests, classical assumption tests, and hypothesis testing using t-tests and F-tests. The results show that all instruments are valid and reliable, and the data meet the assumptions of normality, linearity, and are free from multicollinearity. Partially, Leadership Style has a positive and significant effect on Job Satisfaction. The Work Environment has a positive and significant effect on Job Satisfaction. Simultaneously, Leadership Style and Work Environment have a significant effect on Job Satisfaction. The correlation coefficient value indicates a strong relationship, while the coefficient of determination value indicates that 42.7% of the variation in Job Satisfaction can be explained by Leadership Style and Work Environment, while the remaining is influenced by other factors outside this study.

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

INTRODUCTION

The Community Health Center (Puskesmas) is a healthcare service unit that plays a role in providing basic services to the community, thus requiring human resources capable of carrying out service functions sustainably. As a functional organizational unit in the field of primary healthcare services, Puskesmas serves as a center for health development, community participation guidance, and the implementation of comprehensive and integrated health services (Gunawan & Kusniawati, 2019). Service activities at Puskesmas involve various types of medical and non-medical services that require employee involvement under diverse working conditions, including outpatient and inpatient services that continuously experience changes in the number of patients each year. To achieve optimal healthcare services for the community, various strategic efforts are needed, one of which is improving employee job satisfaction as part of enhancing service quality (Rizki et al., 2022).

Puskesmas serves as the frontline of healthcare services in supporting the achievement of the Healthy Indonesia Vision, whose success is influenced by the management of health workers, including in creating job satisfaction (Zulher, 2020). In Ketapang Regency, the Sungai Laur Community Health Center is one of the healthcare facilities operating to reach communities in areas relatively far from the city center. Data show that in 2025 there were 24 Community Health Centers in Ketapang Regency, with service distribution spread across various sub-districts, including Sungai Laur Sub-district, which has one unit of Community Health Center as the center of public healthcare services (Ketapang Regency Health Office, 2025).

Operational data from the Sungai Laur Community Health Center show fluctuations in the number of patients over the last three years. The number of inpatient cases decreased from 368 patients in 2023 to 319 patients in 2024, then increased to 425 patients in 2025. Meanwhile, outpatient visits decreased from 10,320 in 2023 to 10,167 in 2024, then increased to 11,281 in 2025. These changes in patient numbers indicate fluctuations in service activities carried out by Puskesmas employees (UPTD Puskesmas Sungai Laur, 2025). These data indicate that changes in patient numbers reflect the dynamics of employee workload, which is related to how leadership style and work environment conditions can influence employee job satisfaction. One of the problems in organizations is creating conditions that support employee job satisfaction so that they can work optimally, which is influenced by factors such as work ethic, work environment, and workload (Zulher, 2020).

In addition, internal organizational conditions show variations in employee attendance and performance. Employee absenteeism was recorded at 1.12% in 2023, decreased to 0.61% in 2024, and increased again to 0.90% in 2025. On the other hand, employee violation data show a decrease in the number of cases from 84 in 2023 to 62 in 2025, although there are still dominant violations such as tardiness and non-compliance with official uniform usage (UPTD Puskesmas Sungai Laur, 2025). These data indicate that variations in attendance and the persistence of employee violations reflect working conditions that are not yet fully stable, which are related to how leaders supervise, provide direction, and enforce rules, as well as work environment conditions in influencing employee job satisfaction.

The study by Sari and Ahmadia (2025) examined the variables of work-life balance and organizational culture on job satisfaction in the context of Community Health Centers and recommended the addition of other variables. Based on these recommendations, this study examines leadership style and work environment as factors that also influence job satisfaction in a similar context. Several previous studies show a relationship between leadership style and employee job satisfaction, where Sari and Handayani (2019) found that democratic leadership style has a positive effect on job satisfaction of healthcare workers, while Wibowo (2018) showed that authoritarian leadership is associated with decreased job satisfaction. In addition, work environment factors are also related to job satisfaction, as shown by Pratiwi (2020), who found a relationship between non-physical work environment and employee job satisfaction, and Yuliani and Nugroho (2020), who identified that inadequate work environment conditions can affect the quality of healthcare services.

Although previous studies have examined the relationship between leadership style, work environment, and job satisfaction, these findings are not entirely consistent, as Widhyani and Murniyati (2026) showed that partially the work environment variable does not have a significant effect on job satisfaction. This difference in results indicates an empirical gap related to the consistency of the influence of work environment variables, as well as the need for further testing in different organizational contexts, especially in healthcare service institutions such as Community Health Centers.

Based on these conditions, this study is positioned to examine the relationship between leadership style and work environment on employee job satisfaction within a single analytical model at the Sungai Laur Community Health Center, Ketapang Regency. The focus of the study is directed at measuring the influence of the two independent variables on the dependent variable within the same empirical framework according to the organizational conditions studied.

The purpose of this study is to analyze the effect of leadership style and work environment on employee job satisfaction at the Sungai Laur Community Health Center, Ketapang Regency, both partially and simultaneously, based on empirical data obtained from the research object.

REVIEW OF LITERATURE

Leadership Style

Leadership style is defined as a pattern of behavior consistently demonstrated by leaders in influencing others (Busro, 2018). Leadership is a process of influence carried out by individuals in directing and coordinating organizational members through interaction and communication to achieve goals, the success of which is influenced by the leader's abilities, subordinate characteristics, as well as situational and organizational environmental conditions (Nikmat, 2022). Leadership style is a pattern of behavior applied by an individual in influencing the behavior of others, where effective leadership is oriented toward employee empowerment so as to increase work motivation and encourage the development of their potential (Hartadi, 2023). In this study, leadership style is measured through transformational

leadership indicators, which include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Munajat et al., 2023). The relationship between leadership style and job satisfaction has been demonstrated in various previous studies. Purnomo and Cholil (2010) stated that leadership style has a positive and significant effect on employee job satisfaction. Similar findings were also shown by Alawiyah, Ismuni, and Saputro (2025), who stated that leadership style has a positive and significant effect on job satisfaction.

H1: Leadership Style has a positive effect on Employee Job Satisfaction at the Sungai Laur Community Health Center, Ketapang Regency.

Work Environment

Work environment is defined as workplace conditions that include physical and non-physical aspects that can provide a sense of safety, comfort, and support work activities (Farida & Hartono, 2016). According to Sutrisno (2011), the work environment includes all facilities and infrastructure around employees while working that can influence task implementation. A supportive work environment can improve performance, while an unsupportive environment can reduce motivation and work comfort (Setiawan & Nuridin, 2021). In addition, the work environment also reflects the physical and social conditions surrounding employees that can create a comfortable working atmosphere and support task execution, such as a clean and conducive workspace and good working relationships among employees and with supervisors (Desiyani et al., 2025). In this study, work environment indicators include lighting, color, air, and sound that influence employees' working conditions (Afandi, 2018). The relationship between work environment and job satisfaction is shown in previous studies. Widhyani and Murniyati (2026) found that partially the work environment variable does not have a significant effect on satisfaction. In addition, research by Fitriana, Anita, and Rahman (2025) states that the work environment variable has a positive and significant effect on job satisfaction.

H2: Work Environment has a positive effect on Employee Job Satisfaction at the Sungai Laur Community Health Center, Ketapang Regency.

Job Satisfaction

Job satisfaction is defined as an individual's feeling toward their job, which is influenced by internal and external factors related to working conditions and work outcomes (Sinambela, 2020). Job satisfaction is one of the factors related to improving individual and organizational performance, where a high level of job satisfaction among employees tends to be followed by increased motivation in achieving organizational goals (Haris, Effendi, & Darmayanti, 2023). Job satisfaction is subjective because each individual has different standards in evaluating their job (Widhyani & Murniyati, 2026). The level of satisfaction will increase if various aspects of the job are able to meet employee expectations (Vionalita et al., 2025). In addition, job satisfaction is reflected in an individual's assessment of their work that provides a sense of comfort and enjoyment in its implementation (Prawira, 2020). In this study, job satisfaction indicators include type of work, salary or benefits, promotion, supervision, coworkers, fairness, and overall work results (Busro, 2018). In this study, job satisfaction is positioned as the dependent variable influenced by leadership style and work

environment, as shown in various empirical findings examining the relationships among these variables (Giovaningrum, Rusilowati, & Sutoro, 2025; Hutagalung & Efriyanti, 2025).

H3: Leadership Style and Work Environment has a positive effect on Employee Job Satisfaction at the Sungai Laur Community Health Center, Ketapang Regency.

RESEARCH METHOD

This study uses a quantitative approach with an associative method (Sugiyono, 2019), to analyze the relationship between leadership style and work environment on job satisfaction. The data sources used include primary data and secondary data (Siregar, 2017). Primary data were obtained through interview techniques and the distribution of questionnaires to respondents, while secondary data were obtained from related institutional documents. The population in this study consisted of all Civil Servants at the Sungai Laur Community Health Center, Ketapang Regency, totaling 41 people (excluding the head of the community health center). The sampling technique used saturated sampling, so all members of the population were used as the research sample (Sugiyono, 2019). The research variables consist of independent variables, namely leadership style (X1) and work environment (X2), and the dependent variable, namely job satisfaction (Y). Variable measurement was carried out using a Likert scale to measure respondents' attitudes, perceptions, and opinions (Sugiyono, 2019).

Data analysis was carried out through several stages, namely instrument testing, classical assumption testing, and hypothesis testing. Instrument testing included validity testing using Pearson Product Moment correlation and reliability testing using the Cronbach's Alpha approach (Siregar, 2017). Furthermore, the classical assumption tests included the normality test using the Kolmogorov-Smirnov method, linearity test, and multicollinearity test by examining the tolerance value and Variance Inflation Factor (VIF) (Ghozali, 2016). The main analytical technique used was multiple linear regression to test the effect of independent variables on the dependent variable. In addition, the correlation coefficient (R) was used to measure the strength of the relationship between variables, and the coefficient of determination (R^2) was used to determine the contribution of independent variables in explaining the dependent variable (Siregar, 2017). Hypothesis testing was carried out through the simultaneous test (F test) to assess the joint effect, as well as the partial test (t test) to examine the effect of each independent variable on the dependent variable (Ghozali, 2016).

RESULTS AND DISCUSSION

Test Research Instruments

a. Validity Test

The validity test aims to ensure that each questionnaire item truly represents the construct being measured. The test was conducted by correlating the score of each item with the total score, then comparing the calculated r value with the r table value. With $df = 39$ and a significance level of 0.05, the r table value obtained was 0.308 as the basis for decision making. The test results for all variables are presented in Table 1.

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Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Leadership Style (X1)	X1.1	0.657	0.308	Valid
	X1.2	0.730		
	X1.3	0.676		
	X1.4	0.452		
	X1.5	0.476		
	X1.6	0.652		
	X1.7	0.676		
	X1.8	0.657		
	X1.9	0.439		
	X1.10	0.393		
	X1.11	0.463		
Work Environment (X2)	X2.1	0.525	0.308	Valid
	X2.2	0.605		
	X2.3	0.565		
	X2.4	0.629		
	X2.5	0.516		
	X2.6	0.397		
	X2.7	0.445		
	X2.8	0.421		
	X2.9	0.583		
	X2.10	0.625		
	X2.11	0.662		
	X2.12	0.492		
Job Satisfaction (Y)	Y.1	0.702	0.308	Valid
	Y.2	0.581		
	Y.3	0.712		
	Y.4	0.593		
	Y.5	0.606		
	Y.6	0.681		
	Y.7	0.706		
	Y.8	0.755		
	Y.9	0.524		
	Y.10	0.755		
	Y.11	0.685		
	Y.12	0.750		
	Y.13	0.722		
	Y.14	0.563		
	Y.15	0.612		
	Y.16	0.525		

Source: Processed Data, 2026

Based on Table 1, all indicators in the Leadership Style, Work Environment, and Job Satisfaction variables have r-count values greater than the r-table value (0.308), so all items are declared valid and suitable for use as research instruments.

b. Reliability Test

The reliability test aims to assess the consistency of statement items in the questionnaire using the Cronbach's Alpha method. A variable is declared reliable if the Alpha value is ≥ 0.60 . The test results are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Minimum Reliabilities	Description
Leadership Style (X1)	0.800	11	0.60	Reliable
Work Environment (X2)	0.748	12		
Job Satisfaction (Y)	0.904	16		

Source: Processed Data, 2026

Based on the reliability test results in Table 2, all variables have Cronbach's Alpha values above 0.60, so all items are declared reliable and suitable for use as research instruments.

Classical Assumption Test

a. Normality Test

The normality test was conducted using the Kolmogorov–Smirnov method to ensure that the data were normally distributed. The data are declared normal if the significance value is ≥ 0.05 . The test results are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	41
Test Statistic	.087
Asymp.Sig.(2-tailed)	.200c

Source: Processed Data, 2026

Based on the normality test results in Table 3, it shows that the Asymp. Sig. value of 0.200 is greater than 0.05, so the data are declared normally distributed.

b. Linearity Test

The linearity test aims to determine whether the relationship between variables is linear using the Test for Linearity method. The relationship is declared linear if the significance value of Linearity < 0.05 and Deviation from Linearity > 0.05 . The test results are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity
Job Satisfaction * Leadership Style	.000	.145
Job Satisfaction * Work Environment	.015	.443

Source: Processed Data, 2026

Based on Table 4, the relationship between Leadership Style (X1) and Job Satisfaction (Y) is declared linear because the Sig. Linearity value is < 0.05 and the Deviation from Linearity value is > 0.05 . The relationship between Work Environment (X2) and Job Satisfaction (Y) is declared linear because the Sig. Linearity value is < 0.05 and the Deviation from Linearity value is > 0.05 .

c. Multicollinearity Test

The multicollinearity test was conducted to determine the existence of strong relationships among independent variables that may affect the accuracy of the regression model. The test results are presented in Table 5.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Leadership Style	.804	1.244
Work Environment	.804	1.244

Dependent Variable: Job Satisfaction

Source: Processed Data, 2026

Based on Table 5, the Leadership Style (X1) and Work Environment (X2) variables have a VIF value of 1.244 (< 10) and a Tolerance value of 0.804 (> 0.10). These results indicate that there are no symptoms of multicollinearity, so the regression model is suitable for use.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the effect of independent variables on the dependent variable, both jointly and individually, as well as to form a prediction model. The regression coefficient results are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.535	.375		4.098	.000
	Leadership Style	.310	.095	.447	3.266	.002
	Work Environment	.283	.122	.317	2.316	.026

a. Dependent Variable: Job Satisfaction

Source: Processed Data, 2026

Based on the results of the multiple linear regression analysis test in Table 6, the results of the multiple linear regression analysis can be explained based on the regression coefficient equation obtained.

$$Y = 1.535 + 0.310 X_1 + 0.283 X_2$$

- 1) The constant value (a) of 1.535 means that when Leadership Style (X1) and Work Environment (X2) are zero, Job Satisfaction (Y) remains at 1.535 units.
- 2) The regression coefficient value (b1) for the Leadership Style (X1) variable is 0.310 with a positive direction, indicating that every one-unit increase in Leadership Style will cause an increase of 0.310 in Job Satisfaction.
- 3) The regression coefficient value (b2) for the Work Environment (X2) variable is 0.283 with a positive direction, indicating that every one-unit increase in Work Environment will cause an increase of 0.283 in Job Satisfaction.

b. Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the strength and direction of the relationship between variables using the Product Moment method. The test results are presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653a	.427	.396	.15587
Predictors: (Constant), Work Environment, Leadership Style				

Source: Processed Data, 2026

Based on Table 7, the correlation value (R) of 0.653 indicates that the relationship between Leadership Style and Work Environment on Job Satisfaction is classified as strong (0.60–0.799).

c. Determination Coefficient (R²)

Based on the coefficient of determination (R²) test results presented in Table 7, the R-Square value obtained is 0.427. This value indicates that in this study, the Leadership Style and Work Environment variables contribute 42.7% to Job Satisfaction. The remaining 57.3% is influenced by other variables not included in this study.

d. Simultaneous Test (F Test)

The simultaneous test (F test) is used to assess the effect of all independent variables jointly on the dependent variable. The test results using SPSS are presented in Table 8.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	.687	.343	14.135	.000 ^b
Residual	.923	.024		
Dependent Variable: Job Satisfaction				

Predictors: (Constant), Work Environment, Leadership Style

Source: Processed Data, 2026

Based on Table 8, the F-count value of 14.135 is greater than the F-table value of 3.24, and the significance value of $0.000 < 0.05$, so H3 is accepted. This means that Leadership Style and Work Environment simultaneously have a significant effect on Job Satisfaction.

e. Partial Test (t Test)

The partial test (t test) is used to assess the effect of each independent variable on the dependent variable. The test results are presented in Table 9.

Tabel 9. Partial Test Results (t Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.535	.375		4.098	.000
	Leadership Style	.310	.095	.447	3.266	.002
	Work Environment	.283	.122	.317	2.316	.026

a. Dependent Variable: Job Satisfaction

Source: Processed Data, 2026

Based on Table 9, the calculated t value compared with the t table value of 1.684 shows that each variable has a significant effect, with the following explanation:

- 1) The Leadership Style (X1) variable has a calculated t value of 3.266 (>1.684) and a significance value of 0.002 (<0.05), so H1 is accepted. This means that Leadership Style has a positive and significant effect on Job Satisfaction.
- 2) The Work Environment (X2) variable has a calculated t value of 2.316 (>1.684) and a significance value of 0.026 (<0.05), so H2 is accepted. This means that Work Environment has a positive and significant effect on Job Satisfaction.

DISCUSSION

The Effect of Leadership Style on Job Satisfaction

The results of the partial test show that Leadership Style has a positive and significant effect on Job Satisfaction, with a t-value of 3.266 and a significance value of 0.002. This finding indicates that the way leaders direct, supervise, motivate, and involve employees is an important factor in shaping job satisfaction at the Sungai Laur Community Health Center. In the context of primary healthcare services, leadership does not only function as administrative control, but also as a source of coordination, emotional support, and work direction for employees who deal with service demands and changes in patient numbers.

This result can be understood because employees in healthcare institutions need clear guidance, fair treatment, and supportive communication from leaders. When leaders are able to provide direction, encourage participation, and pay attention to employees' work conditions, employees tend to feel more valued and supported in carrying out their responsibilities. This condition may strengthen employees' sense of involvement and increase their satisfaction with their work. Therefore, leadership style becomes relevant not only in managerial decision-making, but also in maintaining work stability and service coordination within the Community Health Center. The finding is in line with Purnomo and Cholil (2010), who found that leadership style has a significant effect on job satisfaction among administrative employees with Civil Servant status at Universitas Sebelas Maret. This result also supports Alawiyah et al. (2025), who stated that leadership style has a positive and significant effect on job satisfaction among village government apparatus.

The Effect of Work Environment on Job Satisfaction

The partial test results also show that Work Environment has a positive and significant effect on Job Satisfaction, with a t-value of 2.316 and a significance value of 0.026. This finding indicates that workplace conditions contribute to the level of employee satisfaction at the Sungai Laur Community Health Center. In this study, the work environment is reflected through physical aspects such as lighting, color, air circulation, and sound. These aspects are important because employees in healthcare services require a workplace that supports concentration, comfort, and readiness in providing services to patients.

A supportive work environment can reduce discomfort during work and help employees perform their duties more effectively. In the context of a Community Health Center, employees are required to interact with patients, complete administrative tasks, and respond to service needs. If the workplace is uncomfortable, poorly arranged, or does not support work activities, employees may experience lower comfort in completing their tasks. Therefore, work environment conditions are closely related to employees' perceptions of whether their workplace is able to support their daily responsibilities. This finding differs from Widhyani and Murniyati (2026), who found that the work environment did not have a significant partial effect on job satisfaction among employees of the Ministry of Social Affairs of the Republic of Indonesia. The difference may occur because each organization has different work characteristics, physical conditions, and service demands. However, this result is consistent with Fitriana et al. (2025), who found that the work environment has a positive and significant effect on job satisfaction.

The Effect of Leadership Style and Work Environment on Job Satisfaction

The simultaneous test results show that Leadership Style and Work Environment jointly have a significant effect on Job Satisfaction, with an F-value of 14.135 and a significance value of 0.000. The correlation coefficient value of 0.653 indicates a strong relationship, while the coefficient of determination value of 0.427 shows that Leadership Style and Work Environment explain 42.7% of the variation in Job Satisfaction. These results

indicate that job satisfaction at the Sungai Laur Community Health Center is formed through a combination of leadership practices and workplace conditions.

This finding suggests that employee job satisfaction cannot be explained only by one managerial factor. Leadership provides direction, supervision, motivation, and coordination, while the work environment provides physical support for employees in completing their tasks. When both aspects function properly, employees are more likely to feel comfortable, supported, and satisfied with their work. In healthcare service organizations, this combination is important because employees face not only administrative responsibilities, but also direct service demands from the community. The results are consistent with Giovaningrum et al. (2025), who found that leadership style and work environment jointly have a positive and significant effect on job satisfaction among employees of RSU Bhakti Asih. Similar results were also shown by Hutagalung and Efriyanti (2025), who stated that leadership style and work environment simultaneously affect employee job satisfaction.

CONCLUSION

This study indicates that Leadership Style and Work Environment have a positive and significant influence on employee Job Satisfaction at the Sungai Laur Community Health Center, Ketapang Regency. The partial test results show that Leadership Style significantly affects Job Satisfaction in a positive direction. This means that employees' satisfaction is closely associated with how leaders guide, supervise, motivate, and respond to employees' working conditions. In addition, the Work Environment also has a positive and significant effect on Job Satisfaction, indicating that workplace conditions, including comfort, lighting, air circulation, noise levels, and supporting facilities, play an important role in shaping employees' satisfaction when performing their duties.

The simultaneous test results also confirm that Leadership Style and Work Environment jointly have a significant effect on Job Satisfaction. The correlation coefficient value shows a strong relationship among the variables, while the coefficient of determination value indicates that Leadership Style and Work Environment explain 42.7% of the variation in Job Satisfaction. The remaining 57.3% is explained by other factors that were not included in this research model. These findings suggest that employee Job Satisfaction at the Sungai Laur Community Health Center is not determined only by leadership practices, but also by the quality of the work environment that supports daily healthcare service activities.

The practical implication of this study is that managerial improvements should be directed toward more concrete and context-based efforts. Strengthening leadership capacity in healthcare services, improving employee well-being programs, arranging workload distribution more proportionally, and building more effective workplace communication systems are necessary steps to support employee satisfaction. These recommendations are relevant to the operational conditions of Community Health Centers, where employees face service demands, changes in patient numbers, and administrative responsibilities.

This study has several limitations. First, the research was conducted only at one Community Health Center, so the findings are limited to the context of the Sungai Laur Community Health Center and cannot be broadly generalized to all healthcare institutions.

Second, the sample consisted of only 41 civil servants, which limits the wider applicability of the results. Third, this study only examined Leadership Style and Work Environment, whereas other factors such as work motivation, workload, compensation, organizational culture, and work stress may also contribute to Job Satisfaction. Therefore, future studies are encouraged to involve more Community Health Centers, use a larger number of respondents, and include additional variables so that employee Job Satisfaction in primary healthcare institutions can be explained more comprehensively.

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