Employee Satisfaction and Performance: Empirical Evidence of the Influence of Competence, Green Leadership and Organizational Climate at the Kotawaringin Barat Health Center

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Received: April, 2025; Accepted: April, 2025; Published: June, 2025
Permalink/DOI:

Abstract

This study examines the influence of competence, green leadership, and organizational climate on employee satisfaction and performance within public health centers (Puskesmas) in Kotawaringin Barat, Indonesia. Grounded in organizational behavior theory and empirical findings in the context of public healthcare services, this study proposes a conceptual model that positions job satisfaction as a mediating variable between organizational factors and individual performance. The research employs a quantitative approach with an explanatory design, involving 150 respondents selected through purposive sampling. Data were collected using a structured questionnaire and analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. The results indicate that all three exogenous variables have a significant influence on job satisfaction, which in turn positively affects employee performance. Furthermore, job satisfaction significantly mediates the relationship between competence, green leadership, and organizational climate with performance. These findings provide theoretical contributions by integrating green leadership into public health service management and offer managerial implications relevant to policy reforms in human resource development within primary healthcare institutions.
Keywords: competence; green leadership; organizational climate; job satisfaction

INTRODUCTION

In an era of increasingly complex healthcare service transformation, the quality of human resources (HR) has become a key determinant of organizational success, including in Public Health Centers (Puskesmas) in Indonesia. Employee satisfaction and performance are crucial indicators in evaluating the effectiveness of healthcare services. High job satisfaction not only enhances productivity but also reduces turnover rates and increases employee loyalty (Ding et al., 2023).

Optimal employee performance has a direct impact on the quality of services delivered to the public.

One of the factors influencing employee satisfaction and performance is competence. Competence encompasses the knowledge, skills, and attitudes required to carry out tasks effectively. Research by Sabuhari et al. (2020) indicates that employee competence significantly affects performance through the mediation of job satisfaction. This suggests that improving competence can enhance job satisfaction, which in turn improves performance.

In addition to competence, leadership style also plays a significant role in shaping employee satisfaction and performance. Green leadership, which emphasizes sustainability values and environmental responsibility, has gained attention in the context of modern organizations. A study by Safar et al. (2025) found that green transformational leadership positively influences work motivation and employee performance. This type of leadership encourages employees to innovate and contribute to the sustainable goals of the organization.

Organizational climate, which reflects employees' perceptions of their work environment, also affects satisfaction and performance. A study by Alshammary and Ali (2024) showed that a positive organizational climate enhances employee collaboration and knowledge sharing, ultimately boosting performance. A supportive climate fosters a work environment conducive to employee growth and development.

Although numerous studies have explored the impact of competence, leadership, and organizational climate on employee satisfaction and performance, there remains a research gap in the context of Puskesmas in Indonesia. As frontline healthcare institutions, Puskesmas face unique challenges, including limited resources and high workloads. Research published in *Frontiers in Psychology* (2023) highlights that the organizational climate in the healthcare sector is complex and requires a specialized approach.

This study aims to fill this gap by examining the influence of competence, green leadership, and organizational climate on employee satisfaction and performance at Puskesmas in Kotawaringin Barat. The study seeks to provide empirical contributions to understanding the factors affecting employee performance in primary healthcare services. Accordingly, the findings are expected to serve as a foundation for policy-making and strategic human resource development in public health centers.

METHOD

This study employed a quantitative approach with an explanatory design to analyze the causal relationships among the studied variables, namely competence, green leadership, and organizational climate, in relation to employee satisfaction and performance. This design was chosen as it allows researchers to objectively test formulated hypotheses using numerical data that can be statistically analyzed (Creswell & Creswell, 2018).

The participants in this study were all employees working at public health centers (Puskesmas) located throughout Kotawaringin Barat Regency, Central

Kalimantan Province. The target population consisted of both structural and functional employees, including civil servants (ASN) and non-civil servants. A purposive sampling technique was used to select respondents who met specific inclusion criteria: (1) having worked for at least one year, (2) having experience in service delivery or administrative activities at Puskesmas, and (3) being willing to participate as respondents. The total sample consisted of 150 respondents, which was considered sufficient for statistical analysis using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach, in accordance with Hair et al. (2021), who recommend a minimum sample size of 10 times the number of indicators in the most complex variable.

Data were collected using a closed-ended questionnaire based on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was developed based on theoretical indicators of the research variables that had been validated in previous studies and adapted to the context of healthcare services. For the competence variable, indicators were adapted from the framework developed by Boyatzis (2008), which includes technical, managerial, and social competencies. The green leadership variable referred to the concept by Chen and Chang (2013), which covers dimensions such as environmental vision, green inspiration, and idealized influence. Indicators for organizational climate referred to the dimensions of clarity, support, reward system, and innovation as proposed by Patterson et al. (2005). Job satisfaction was measured using the model by Spector (1997), while employee performance was assessed through in-role and contextual performance aspects, as described by Koopmans et al. (2011).

The data collection procedure involved distributing the questionnaire directly to the Puskesmas serving as research sites, preceded by formal permission from the local Health Office. The collected data were then tested for validity and reliability. Validity testing was conducted through outer loading and Average Variance Extracted (AVE) analysis, while reliability testing used Cronbach's Alpha and Composite Reliability (Hair et al., 2021).

Subsequently, model testing and hypothesis testing were conducted using the SEM-PLS approach with the assistance of SmartPLS software. This method was chosen due to its ability to analyze complex relationships among latent variables and its suitability for non-normally distributed data (Sarstedt et al., 2022). The model was tested in two stages: (1) the measurement model (outer model) to assess construct validity and reliability, and (2) the structural model (inner model) to test the significance of relationships between variables. Bootstrapping with 5,000 subsamples was used to examine path coefficients and t-statistics for each proposed hypothesis.

All procedures used in this study were designed to ensure both cleanliness (accuracy and appropriateness) and clarity. Cleanliness was demonstrated through the use of appropriate sampling methods, robust instrument validation, and proper statistical analysis techniques. Clarity was ensured by systematically and transparently describing the procedures, making it possible for other researchers to replicate the study in similar contexts.

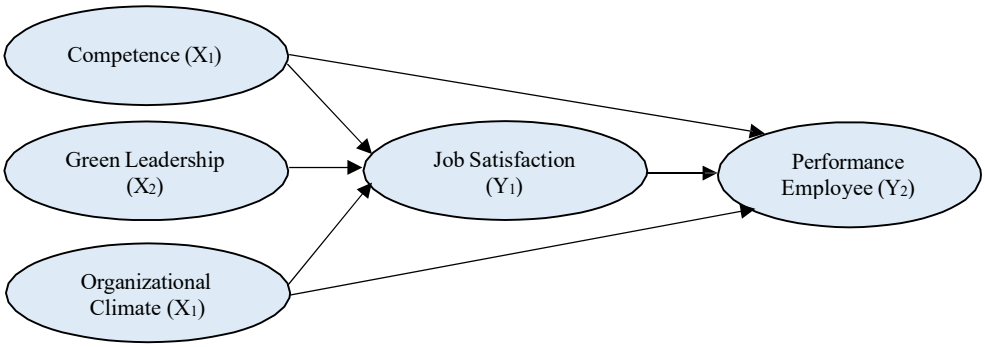

Figure 1. Conceptual Framework of the Study.

RESULTS AND DISCUSSION

Description of Respondents' Characteristics

The results of this study show that the characteristics of the respondents are presented in Table 1.

Table 1. Respondents' Characteristics

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	45	30
	Female	105	70
Age	21-30 years	50	33.3
	31-40 years	60	40
	41-50 years	40	26.7
Education	Associate Degree (D3)	30	20
	Bachelor's Degree (S1)	100	66.7
	Master's Degree (S2)	20	13.3
Length of Employment	< 5 years	35	23.3
	5-10 years	70	46.7
	> 10 years	45	30
Position	Medical Staff	110	73.3
	Non Medical Staff	40	26.7

Source: Processed Primary Data, 2025.

Based on demographic data, the majority of respondents in this study were female (70%) employees at public health centers (Puskesmas), dominated by those in the productive age group of 31–40 years (40%). This reflects the typical profile of primary healthcare workers, most of whom are young women with high work energy. In terms of education, most respondents held a bachelor's degree (66.7%), indicating that they have adequate academic qualifications to support professional work competence.

Work experience also showed a stable distribution, with most respondents having 5–10 years of experience (46.7%), suggesting a mature level of employment and a good understanding of organizational culture. Furthermore, based on job roles, the majority of respondents were medical personnel (73.3%), making the findings highly representative of frontline health service implementers.

This combination of characteristics illustrates that respondents are human resources with sufficient maturity in terms of age, experience, and education, and are therefore capable of providing objective and credible assessments regarding competence, leadership, organizational climate, satisfaction, and performance—the main focus areas of this study.

Description of Research Variable Assessment

The results of variable assessments in this study are presented in Table 2.

Table 2. Research Variable Assessment Results

Variable	Number of Items	Mean Score	Standard Deviation	Assessment Category
Competence	5	4.21	0.42	Very Good
Green Leadership	5	4.05	0.51	Good
Organizational Climate	5	3.98	0.58	Good
Job Satisfaction	5	4.15	0.47	Very Good
Employee Performance	5	4.08	0.45	Good

Source: Processed Primary Data, 2025.

The high mean score for competence indicates that respondents assessed their ability to perform technical, social, and managerial tasks as very good. This reflects the adequate quality of human resources at Puskesmas Kotawaringin Barat, in line with the standards of primary healthcare services. The low standard deviation (0.42) indicates consistency in respondents' perceptions. These findings align with Boyatzis (2008) and Koopmans et al. (2011), who emphasize the importance of competence in supporting public sector employee performance.

The assessment of green leadership falls into the "good" category, suggesting that most respondents acknowledge the presence of environmentally-oriented and sustainability-focused leadership practices, though not yet at an optimal level. The slightly higher standard deviation compared to other variables suggests varying perceptions among employees regarding the extent to which green values are adopted by their leaders. This finding supports Chen & Chang (2013), who argue that the implementation of green leadership in public organizations still requires cultural reinforcement and specific leadership training.

Organizational climate scored close to the "very good" range but remained within the lower boundary of the "good" category. This indicates that, in general, respondents perceive their work environment as fairly supportive, though improvements are still needed—particularly in areas such as communication, recognition, and role clarity. The highest standard deviation (0.58) reflects greater

variability in perception, possibly due to differences in job roles or work units. These results are consistent with Alshammary & Ali (2024), who stress the importance of equitable and healthy work climates in healthcare institutions.

The high mean score for job satisfaction reflects that employees feel comfortable and content with their tasks, work environment, and interpersonal relationships. High job satisfaction such as this is a significant predictor of strong performance, as stated by Spector (1997) and confirmed by the hypothesis testing results in this study. This suggests that the psychological climate at the Puskesmas is healthy and conducive to productivity.

Employee performance is categorized as "good," indicating that most respondents feel capable of effectively carrying out their responsibilities. The score is relatively high and aligns with the results of structural model testing, which showed job satisfaction as a key predictor of performance. The consistency in values (standard deviation 0.45) also indicates that perceptions of performance were relatively uniform across respondents.

Validity and Reliability Test Results
Instrument Validity Test Results

The results of the validity test in this study are presented in Table 3.

Table 3. Outer Loading Results (Instrument Validity Test)

Variable	Indicator	Outer Loading	Variable	Indicator	Outer Loading
Competence	X1.1	0.811	Organizational Climate	X3.4	0.827
	X1.2	0.844		X3.5	0.805
	X1.3	0.796	Job Satisfaction	Y1.1	0.862
	X1.4	0.828		Y1.2	0.871
	X1.5	0.802		Y1.3	0.888
Green Leadership	X2.1	0.879		Y1.4	0.876
	X2.2	0.867		Y1.5	0.861
	X2.3	0.891	Employee Performance	Y2.1	0.821
	X2.4	0.845		Y2.2	0.834
	X2.5	0.872		Y2.3	0.846
Organizational Climate	X3.1	0.795		Y2.4	0.832
	X3.2	0.801		Y2.5	0.817
	X3.3	0.812			

Source: Processed Primary Data, 2025.

The validity test was conducted to assess the extent to which each indicator reflects the construct it is intended to measure. According to PLS-SEM standards, an outer loading value ≥ 0.7 indicates a valid indicator with a strong contribution to its construct (Hair et al., 2021). The table shows that all indicators for the five main constructs Competence, Green Leadership, Organizational

Climate, Job Satisfaction, and Employee Performance—have outer loading values above 0.79.

Competence indicators range from 0.796 to 0.844, indicating strong and consistent representation. Green Leadership shows very high values (0.845–0.891), suggesting that environmentally based leadership is well-perceived by respondents. Organizational Climate indicators range from 0.795 to 0.827, confirming their validity in capturing workplace perceptions. Job Satisfaction indicators all exceed 0.86, while Employee Performance indicators range from 0.817 to 0.846, all of which confirm strong construct validity.

Instrument Reliability Test Results

Table 4 presents the results of the instrument reliability test.

Table 4. Instrument Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	AVE
Competence	0.812	0.870	0.693
Green Leadership	0.878	0.902	0.823
Organizational Climate	0.841	0.881	0.714
Job Satisfaction	0.889	0.912	0.798
Employee Performance	0.865	0.891	0.729

Source: Processed Primary Data, 2025.

The results indicate that all constructs meet the recommended thresholds for validity and reliability (Hair et al., 2021). Cronbach's Alpha values ≥ 0.70 indicate strong internal consistency across items. All variables exceed this threshold. Composite Reliability (CR) values also surpass 0.87, showing high construct reliability. Average Variance Extracted (AVE) values exceed 0.69, meaning each construct explains over 50% of the variance in its indicators. Thus, convergent validity is well established (Fornell & Larcker, 1981).

Model Fit Test Results

The results of the model fit test are shown in Table 5.

Table 5. Model Fit Test Results

Endogenous Variable	R-Square	Q-Square
Job Satisfaction	0.616	0.491
Employee Performance	0.684	0.527

Source: Processed Primary Data, 2025.

This model also demonstrates a very good level of accuracy, which can be explained through two key indicators. The first is the R-Square value. The R^2 for Job Satisfaction is 0.616, indicating that 61.6% of the variability in job satisfaction can be explained by the independent variables (competence, green leadership, and organizational climate). Meanwhile, the R^2 for Employee Performance is 0.684, meaning that 68.4% of the variability in employee performance can be explained by job satisfaction and the three independent variables. An R^2 value greater than 0.60 falls into the moderate to strong category,

suggesting that the model adequately explains the relationships among the constructs (Chin, 1998).

The Q^2 values for Job Satisfaction (0.491) and Employee Performance (0.527) are both greater than zero, indicating that the model has good predictive relevance (Hair et al., 2021). A Q^2 value above 0.35 is generally considered to represent strong predictive power, meaning that this model is not only statistically sound but also practically useful in real-world applications.

The combination of validity and reliability test results, along with R-square and Q-square values, demonstrates that this research model is empirically robust and theoretically sound. All constructs have proven to be reliable and valid, and the model is capable of significantly explaining the relationships among the variables.

Hypothesis Testing Results

1. Direct Hypothesis Testing

The results of the direct hypothesis testing in this study are presented in Table 6.

Table 6. Results of Direct Hypothesis Testing

Hypothesis	Path Coefficient (β)	T-Statistic	P-Value	Description
Competence → Job Satisfaction	0.321	5.432	0.000	Significant
Green Leadership → Job Satisfaction	0.291	4.981	0.000	Significant
Organizational Climate → Job Satisfaction	0.298	4.755	0.000	Significant
Job Satisfaction → Employee Performance	0.462	6.712	0.000	Significant
Competence → Employee Performance	0.187	2.801	0.005	Significant
Green Leadership → Employee Performance	0.153	2.547	0.011	Significant
Organizational Climate → Employee Performance	0.149	2.263	0.024	Significant

Source: Processed Primary Data, 2025.

Effect of Competence on Job Satisfaction (β = 0.321, t = 5.432, p = 0.000)

The test results show that competence has a positive and significant effect on job satisfaction. A coefficient of 0.321 indicates that the higher the employees' competence, the greater their level of job satisfaction. This finding supports the study by Sabuhari et al. (2020), which stated that both technical and behavioral competence directly contribute to comfort and appreciation at work. Employees with adequate knowledge and skills feel more capable of handling work challenges, which in turn increases job satisfaction (Boyatzis, 2008). No significant contradictions were found with previous literature.

Effect of Green Leadership on Job Satisfaction (β = 0.291, t = 4.981, p = 0.000)

Green leadership is proven to significantly improve job satisfaction. A coefficient of 0.291 indicates a moderate effect. This finding aligns with the research by Chen & Chang (2013), who emphasized that leaders showing commitment to environmental values and sustainability can create a more inspiring and meaningful work environment. Safar et al. (2025) also demonstrated that green leadership can enhance employees' intrinsic motivation, which is a key determinant of job satisfaction. This strengthens the importance of sustainability-based leadership in public service sectors. No contradictory findings were noted.

Effect of Organizational Climate on Job Satisfaction (β = 0.298, t = 4.755, p = 0.000)

Organizational climate has a significant effect on job satisfaction, with a coefficient of 0.298. This result is consistent with Patterson et al. (2005) and Alshammary & Ali (2024), who found that perceptions of support, role clarity, and reward systems strongly contribute to job satisfaction. In the context of Puskesmas, which often face resource limitations, a supportive climate can offset work pressures and boost morale. This expands the theoretical validity of organizational climate in the context of regional healthcare organizations.

Effect of Job Satisfaction on Employee Performance (β = 0.462, t = 6.712, p = 0.000)

Job satisfaction is shown to be a strong predictor of employee performance. A coefficient of 0.462 is the highest among all paths, indicating that a positive psychological condition at work directly enhances individual performance. This reinforces Herzberg's two-factor theory and is also supported by Spector (1997), who stated that job satisfaction directly affects intention, dedication, and actual performance. These findings are consistent with recent empirical studies, such as Ding et al. (2023), showing that satisfied employees tend to exhibit proactive work behaviors and high performance.

Effect of Competence on Employee Performance (β = 0.187, t = 2.801, p = 0.005)

Competence also has a direct effect on performance, although the impact is smaller compared to its indirect effect via job satisfaction. This result supports Boyatzis' (2008) competence model, which emphasizes the importance of competence as the foundation of performance-related behavior. The study by Koopmans et al. (2011) also supports the view that individual competence significantly contributes to work effectiveness, especially in healthcare contexts. No contradictions with previous literature were found.

Effect of Green Leadership on Employee Performance (β = 0.153, t = 2.547, p = 0.011)

The results indicate that green leadership contributes directly to performance, although the effect is not as strong as its impact on satisfaction. This aligns with Chen & Chang's (2013) transformational green leadership theory, which states that leaders' values, motivation, and sustainability efforts can foster loyalty and a greater willingness to contribute. However, other studies, such as Mittal & Dhar (2016), found that the impact of green leadership on performance may be insignificant without the presence of mediating variables such as organizational commitment. Thus, these findings enrich the discourse and highlight the need to consider mediation mechanisms in this relationship.

Effect of Organizational Climate on Employee Performance (β = 0.149, t = 2.263, p = 0.024)

Organizational climate also significantly contributes to performance, though the coefficient is relatively low (0.149). This result shows that a supportive work atmosphere impacts individual achievement. It supports findings by Alshammary & Ali (2024), which suggest that an organizational climate that promotes openness and collaboration can improve healthcare workers' productivity. However, the effect could be stronger if channeled through mediators such as job satisfaction or emotional engagement. This indicates that interventions in workplace climate remain important, even though the direct influence may not be dominant.

2. Indirect Hypothesis Testing Results

The results of the indirect effect hypothesis testing in this study are presented in Table 7.

Table 7. Results of Indirect Effect Testing

Indirect Hypothesis	Path Coefficient	T-Statistic	P-Value	Description
Competence → Job Satisfaction → Employee Performance	0.148	3.712	0.000	Significant
Green Leadership → Job Satisfaction → Employee Performance	0.134	3.425	0.001	Significant
Organizational Climate → Job Satisfaction → Employee Performance	0.138	3.557	0.000	Significant

Source: Processed Primary Data, 2025.

Effect of Competence → Job Satisfaction → Employee Performance (β = 0.148, t = 3.712, p = 0.000)

The results show that job satisfaction significantly mediates the relationship between competence and employee performance. The indirect path coefficient of 0.148 indicates that the impact of competence on performance becomes stronger when employees are satisfied with their work. This finding supports the partial mediation model proposed by Sabuhari et al. (2020), where competence influences performance both directly and indirectly via increased satisfaction. Koopmans et al. (2011) also found that competence enhances self-efficacy, which leads to improved performance through psychological pathways. No contradictory findings were identified in the literature, reinforcing this result as robust empirical support in the context of healthcare services.

Effect of Green Leadership → Job Satisfaction → Employee Performance (β = 0.134, t = 3.425, p = 0.001)

Green leadership also indirectly influences performance through job satisfaction. This means that leaders who demonstrate concern for sustainability and environmental ethics can enhance employees' psychological well-being, which in turn motivates them to perform better. This finding reinforces the green transformational leadership theory by Chen & Chang (2013), which posits that leaders' values and visions internally shape employee motivation. Safar et al. (2025) further assert that green leadership strengthens emotional engagement, which contributes to improved performance through satisfaction. No studies were found that contradicted this effect, making this result a meaningful contribution to the public sector literature.

Effect of Organizational Climate → Job Satisfaction → Employee Performance (β = 0.138, t = 3.557, p = 0.000)

The indirect effect of organizational climate on performance via job satisfaction is also significant. This indicates that a supportive and communicative organizational climate not only creates satisfaction but also encourages higher performance through that pathway. This finding is consistent with Patterson et al. (2005) and supported by Alshammary & Ali (2024), who found that dimensions such as managerial support, role clarity, and innovation in the work climate enhance satisfaction and contribute to performance. However, earlier studies such as Jung et al. (2003) noted that climate's influence on performance may be stronger when mediated by engagement or intrinsic motivation rather than satisfaction alone. Therefore, while this result supports most of the literature, it opens opportunities for further exploration with other mediators like employee engagement or commitment.

Managerial Implications

These research findings offer several managerial implications that can be practically applied in human resource management within the healthcare sector—especially in Puskesmas, as primary and strategic service institutions. The implications emphasize the importance of a holistic and sustainable approach to enhancing employee performance by strengthening competence, leadership, and organizational climate.

First, employee competence is confirmed as one of the strongest factors influencing both satisfaction and performance. Therefore, Puskesmas leaders and local health authorities should develop systematic and needs-based training programs. Strategies such as technical skills training, soft skills development, and competency-based job training should be conducted regularly. Additionally, a competency assessment system based on individual performance indicators should be established as a foundation for promotions and rotations.

Second, the study highlights the strategic role of green leadership in fostering satisfaction and performance. This suggests that leadership in the healthcare sector needs to shift from a traditional directive style to a more participatory, visionary, and sustainability-oriented model. It is recommended that Puskesmas leaders and structural officials receive training in environmentally and socially conscious leadership and be encouraged to cultivate an inclusive, adaptable, and ethically driven organizational culture.

Third, a supportive organizational climate is key to generating job satisfaction, which ultimately enhances performance. Organizations that promote role clarity, support innovation, and foster open communication will be more likely to increase employee engagement and loyalty. Accordingly, managers should re-evaluate management practices such as reward systems, internal communication structures, and conflict resolution procedures to be more responsive and humanistic. Micro-interventions such as daily appreciation and weekly feedback can have a meaningful impact on motivation.

Fourth, the results affirm that job satisfaction plays a strong mediating role in driving performance. Policymakers must therefore consider psychological factors in HR management. Workload balance, social support, and work flexibility should be part of strategies to retain competent healthcare personnel. Implementing regular job satisfaction surveys and employee dialogue forums can serve as feedback mechanisms to improve HR policies.

From a public policy perspective, these findings can serve as a basis for health departments and regional HR management institutions to formulate regulations that promote the development of green leadership and structured competence systems for civil servants in the health sector. Performance-based incentive policies can also be integrated with job satisfaction indicators to better focus on outcomes rather than merely administrative outputs.

Finally, in the context of change management, an Employee-Centered Management approach should be mainstreamed in the development of regional health organization roadmaps. Building a performance management system aligned with employee aspirations will foster organizational harmony and enhance the sustainability of public health service delivery.

CONCLUSION

This study aimed to examine and analyze the influence of competence, green leadership, and organizational climate on employee satisfaction and performance within the public health centers (Puskesmas) of Kotawaringin Barat. Based on the analysis using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach, all independent variables were found to have a significant effect on job satisfaction, which in turn affected employee performance both directly and through mediation mechanisms.

The findings reveal that employee competence is the dominant determinant in enhancing job satisfaction, followed by green leadership and organizational climate. Furthermore, job satisfaction proved to be a strong mediator linking these three variables to employee performance. Therefore, strategies to improve performance should not only focus on strengthening technical competence but also on developing green leadership values and cultivating a healthy and supportive organizational climate.

The practical implication of this study is the importance for frontline healthcare service managers, such as those in Puskesmas, to go beyond just technical skill development. They must also foster an empowering and conducive work environment and promote sustainability-oriented leadership models. Job satisfaction should be positioned as a central element in human resource management policies due to its significant impact on organizational performance.

Although this study offers valuable theoretical and practical contributions, several limitations should be noted. First, the use of a cross-sectional design limits the ability to infer long-term causal relationships. Second, the study is geographically and institutionally bounded to Puskesmas in Kotawaringin Barat Regency, thus requiring careful consideration when generalizing the results.

For future research, it is recommended to expand the scope of study to other regions and types of healthcare service institutions to enhance the generalizability of the findings. Additionally, a longitudinal approach may be employed to observe the dynamics of the relationships among variables over time. The inclusion of other intervening variables such as work motivation or emotional engagement is also suggested to provide a more comprehensive understanding of the mechanisms influencing employee performance in the public service sector.

ACKNOWLEDGEMENT

The author extends sincere gratitude to the Health Office of Kotawaringin Barat Regency for their support and permission in conducting this research within the Public Health Centers (Puskesmas). Special appreciation is also expressed to all Puskesmas employees and staff who willingly participated as respondents and

contributed valuable data and insights that were crucial to the success of this study.

The author also wishes to thank colleagues at the Faculty of Economics and Business for their intellectual support, academic discussions, and constructive feedback throughout the research design and data analysis stages.

This research was conducted independently without specific funding from public, commercial, or nonprofit organizations. Nevertheless, the conducive academic environment and institutional support from the author's home institution have been significant factors enabling the successful completion of this research.

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