
The Influence of Leadership, Work Environment, and Work Discipline on Employee Performance at the Technical Implementation Unit of the Krian Health Center Service

Nopita Sari, Vera Firdaus

Faculty of Business, Law and Social Sciences, Universitas Muhammadiyah
Sidoarjo, Indonesia

Emails: yusriyati_nur_farida@yahoo.com, verafirdaus@umsida.ac.id

ABSTRACT:

This study was conducted to explain the extent of the influence of Leadership, Work Environment, and Work Discipline on Employee Performance at UPTD Puskesmas Krian. The research method used in this study is a quantitative method with hypothesis testing. The sample used in the study were all 100 employees of the Krian Health Center UPTD. The analytical tool used in this study is multiple linear regression analysis and processed using the SPSS version 22 application. The primary data in this study came from the results of questionnaires distributed directly to respondents and measured using a Likert scale to be tested for validity and reliability. According to the results of the study, it can be concluded that leadership partially affects employee performance, work environment partially affects employee performance, and work discipline partially affects employee performance. Based on the results of the F Test, it can also be proven that Leadership, Work Environment, and Work Discipline simultaneously affect Employee Performance.

Keywords: Leadership, Work Environment, Work Discipline and Employee Performance.

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INTRODUCTION

In an agency, Puskesmas need human resources (HR), so their role is important to implement policies and operational activities. According to (M. S. P. Hasibuan & Hasibuan, 2016) Human Resources is the science and art of managing industrial relations and roles to effectively and efficiently help achieve company, employee and social goals. The development of the quality of human resources is an absolute requirement for agencies to create professional human resources with a vision for the future, so that they can achieve optimal productivity and improvement (Khair, 2017).

(Sugiyanto, 2010) argue that the higher the employee's performance, the higher the company's competitiveness against the advantages of other agencies. In order to produce quality and quantity human resources, the success of employee performance is not limited to educational or training activities, which can be determined by several aspects within the organization, such as achievement, productivity, one of which is the key to success, but the success of an agency is in managing the quality of available human resources.

Puskesmas is one of the most accessible health services for the community. The Community Health Center (Puskesmas) is one of the technical implementation units of the district or city service that must be responsible for implementing health development in the region. Health service facilities that carry out individual health efforts first, by

prioritizing promotive and preventive efforts. Promotion is an activity or series of health service activities that prioritize activities that are health promotion. Meanwhile, preventive health service is an activity to prevent a health problem or disease. To achieve the level of public health.

The function of the Puskesmas which was originally more oriented to curative and rehabilitative efforts, shifted to preventive and promotive efforts without neglecting curative and rehabilitative efforts. The function of the Puskesmas is also increasingly complex because it is a center for community empowerment and a first-level community health service center, which includes individual health services with the main aim of maintaining and improving the health status of the community and preventing disease without neglecting curative and rehabilitative efforts. The functions are as follows; 1) As a center for community health development in its area, 2) Fostering community participation in its working area in order to improve the ability to live a healthy life, and 3) Providing comprehensive and integrated health services to the community in its working area.

Leadership is a trait applied by individuals who act as leaders to influence group members to achieve mutually agreed goals and objectives. While the leader is an individual who carries out the process of influencing a group or organization to achieve a mutually agreed goal. According to (Robbins & Judge, 2013) defines

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leadership as the ability to influence a group towards achieving a vision or set of goals. In other words, the leader can emerge from within the group or by official appointment.

The work environment in an agency is very important for management to pay attention to. Although the work environment does not carry out the production process in an agency, the work environment has a direct influence on the employees who carry out the production process. The work environment is an atmosphere where employees carry out activities every day. According to (Sedarmayanti, 2011) explains that the types of work environment are divided into two, namely the physical work environment and non-physical work environment. The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. The physical work environment can be divided into two categories, namely the environment that is directly related to employees and the general environment that affects the human condition. While the non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow co-workers, or relationships with subordinates. This non-physical work environment is also a group of work environments that cannot be ignored.

Work discipline is the awareness and willingness of employees to obey all

regulations at the Krian Health Center UPTD, and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities. So, employees must obey and do all their duties properly and with discipline, not by coercion but based on self-awareness. In previous research studies, researchers found contradictory results, namely research conducted by (Liyas & Primadi, 2017), (Untari, 2018) so that researchers are also interested in researching work discipline that is associated with employee performance. .

Bernardin and Russell in (Priansa, 2014) state that performance is the result produced by certain job functions or activities at certain jobs during a specified period of time. The results of the work are the result of the abilities, skills, and desires achieved. From the opinion of Milkovich and Boudreau in (Priansa, 2014). states that, Performance is the level at which employees carry out their work in accordance with predetermined conditions. According to (A. P. Mangkunegara & Prabu, 2014) explains that employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to (Malayu & Hasibuan, 2012) performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and completed in

a timely manner. Organizations need strong leadership and strong management to optimize effectiveness. Leaders create a vision of the future, and inspire organizational members to achieve the vision. So from some opinions that express about employee performance, all employees must carry out work according to their responsibilities.

UPTD Puskesmas Krian is one of the health services owned by the community.

Krian Health Center is a service program that is very easily accessible to the community while health is very important, health is a basic need for the community. This need makes the community feel the need to maintain health and obtain health services, as for the performance appraisal of employees at the Krian Health Center UPTD from the year (2019-2021) as follows:

Table 1. Data on Employee Performance Assessment of UPTD Krian Health Center (2019-2021)

Performance Judiciary	2019		2020		2021	
	Number of employees	%	Number of employees	%	Number of employees	%
Very well	2	1,25	5	2,84	20	7,34
Well	86	53,75	70	39,77	72	25,72
Enough	29	18,12	52	29,55	93	33,21
Not enough	43	26,88	49	27,84	95	33,93
Bad	-	-	-	-	-	-
Very bad	-	-	-	-	-	-
Amount	100	160	100	176	100	280

Source: UPTD Krian Health Center 2019-2021

From the table above, it can be explained that the performance of employees at UPTD Puskesmas Krian who got employee performance in (2021) with a high percentage of 280%. While in (2019) there was the lowest percentage of employee performance at 160%.

From these data, researchers can understand that the performance of employees at the Krian Health Center UPTD cannot work optimally, even though there is an indication of the highest increase in

production. It can also be said that the performance of employees at the Krian Health Center UPTD needs to be considered.

In an agency, of course, the leader's role is very important in managing hundreds or even thousands of employees on a national scale, not an easy matter, when viewed from individual characteristics, cultural perspectives that are different from one another. Humans in agency organizations also need to be

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treated humanely so that they can work effectively, efficiently and productively.

Table 2. Previous Research Studies

No.	Researcher Name	Research Title	Research result	Similarities & Differences
1.	(Riana et al., 2015)	The Effect of Leadership on Job Satisfaction and Employee Performance (Study on Wake Bali Art Market Kuta-Bali).	The results showed that there was a positive and significant influence between leadership on job satisfaction, positive and significant between leadership and performance.	Based on the results of the study, it can be suggested, the need for leader involvement in decision making for the smooth working of employees. Need to improve salaries and benefits that many complain about.
2.	Dwi Wahyu Wijayanti. (2012)	The Effect of Leadership and Work Motivation on Employee Performance At PT. The Power of the Semarang Universe Award.	The purpose of this study is to determine whether there is an effect of leadership and work motivation on employee performance partially and simultaneously.	Leadership variables, work motivation variables together have an effect on employee performance variables.
3.	Fahmi Aji Wibowo (2013)	the influence of leadership and motivation on the performance of production employees at PT. Fragrant Tobacco Sari Kendal Regency.	The purpose of this study was to determine and describe the influence of leadership and motivation on the performance of employees in the production department at PT. Fragrant Tobacco Sari Kendal Regency.	The variables studied in this study are: leadership, motivation and employee performance. The data collection tools used are questionnaires and documentation, and the data used are primary data.
4.	Wakhid G.A. (2014)	The Influence of Work Environment and Work Motivation on Employee Performance at the Regional Secretariat of	The purpose of this study was to determine the influence of the environment and work motivation partially and simultaneously and to determine the variables that have a dominant influence on employee	The variable that has a dominant influence on employee performance is the work environment.

		Kotabaru Regency.	performance, at the Regional Secretariat of Kotabaru Regency.	
5.	Ida Indriani (2019)	The Influence of Social Environment and Environmental Knowledge on Environmental Behavior of Students of the Faculty of Economics, State University of Semarang	This research aims at sustainable development through social environment and environmental knowledge on environmental behavior partially and simultaneously.	The analytical method used is descriptive statistical analysis and multiple linear regression analysis.
6.	Nova Syafrina (2018)	The Effect of Work Environment on Employee Performance At PT. Mandiri Syariah Bank	The purpose of this study was to determine how much influence the work environment has on employee performance at PT. Mandiri Syariah Bank	This study shows that the work environment has a positive and significant effect on employee performance at PT. Bank Syariah Mandiri Branch Office Flamboyan Tapung.
7.	Ali Wairooy (2017)	The Influence of Work Discipline and Compensation on Employee Performance at PT. Pertamina (Persero), Tbk. Marketing Region VII Makassar	This study aims to examine and analyze the effect of work discipline and compensation on employee performance at PT. Pertamina (Persero), Tbk.	The research shows that work discipline has a positive and significant effect on employee performance, compensation has a positive and significant effect on employee performance and work discipline and compensation simultaneously has a positive and significant effect on employee performance.
8.	Syarkani (2017)	The Effect of Work Discipline on Employee Performance at PT. Panca Construction	The data collection method used is by distributing questionnaires and documentation. The data analysis used is descriptive statistical analysis and	The variables of work discipline and work environment simultaneously have a significant effect on employee performance.

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		in Banjar Regency.	inferential analysis consisting of multiple linear regression analysis, with t test and F test as hypothesis testing with the help of SPSS.	
9.	Reza Nurul Ihsan (2020)	The Influence of Work Discipline on the Performance of Civil Servants (PNS) in the Adjutant General of the Military Region (Ajendam)-I Bukit Barisan Medan.	Work Discipline is an important thing for the success of every organization, both in government and private organizations/agencies. An organization or government agency will succeed in achieving its goals if each individual or employee applies discipline at work	This research is a theory related to human resource management, especially theories concerning work discipline and employee performance.
10.	Rumondor dkk. (2016)	The Influence of Leadership, Motivation, and Work Discipline on Employee Performance at the Regional Office of the Directorate General of State Assets, North Sulawesi.	Performance is the final result that is the goal of every organization to achieve its goals. The purpose of this study was to determine the effect of leadership, motivation, and work discipline on employee performance at the Regional Office of the Directorate General of State Assets of North, Central Sulawesi, Gorontalo, and North Maluku.	The results showed that leadership, motivation and work discipline had a positive and significant effect on employee performance. Improved performance so that they can be done by always providing guidance, input to subordinates, being able to overcome any problems at work, and having institutional attitudes and responsibilities.
11.	Hamdiyah, dkk (2016)	Employee Performance Improvement Through Compensation, Work Environment And Leadership Style At Banyumanik Supermarkets, Semarang.	Personnel management must be professional and able to recruit human resources and place them in their qualifications to meet consumer demands for high quality products and good customer service.	The results of this study include a significant positive effect between compensation and employee performance.

12.	Nunung Ghoniyah dan Masurip (2011)	Employee Performance Improvement through Leadership, Work Environment and Commitment.	This study aims to examine employee performance which is influenced by the variables of leadership, work environment and organizational commitment. Efforts to improve employee performance can be stimulated in various ways, including increasing employee commitment, playing a leadership role and creating a supportive work environment.	This study aims to examine employee performance which is influenced by the variables of leadership, work environment and organizational commitment. Efforts to improve employee performance can be stimulated in various ways, including increasing employee commitment, playing a leadership role and creating a supportive work environment.
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This study aims to identify whether the Leadership variable has a partial positive effect on Employee Performance at the Krian Health Center UPTD, to identify whether the Work Environment variable has a partially positive effect on Employee Performance at the Krian Health Center UPTD, to identify whether the Work Discipline variable has a partially positive effect on Performance Employees at UPTD Puskesmas Krian and to find out whether the variables of Leadership, Work Environment, and Work Discipline have a positive effect simultaneously on Employee Performance at UPTD Puskesmas Krian.

RESEARCH METHODS

In this study, researchers used quantitative methods. Subagyo quoted in Syamsul Bahry and Fakhry Zamzam (2015) suggests that the research method is a way or a way to get back the solution to all the problems posed. So it can be said that this quantitative data is basically an easy way to

get data with a specific purpose and use. The purpose of quantitative research is to develop and use mathematical models, theories and/or hypotheses related to natural phenomena.

The location of this research was carried out directly at the UPTD Puskesmas Krian which is located at Jl. Setiabudi No.7-9, Krian, Kec. Krian, Sidoarjo Regency, East Java. Postal code : 61262 and telephone number : (031)-897-1244.

The population in this study were all employees at the Krian Health Center UPTD as many as 100 respondents. According to (Sugiyono, 2016) population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions. The sample in a study is usually known as a portion of the population. (Sugiyono, 2018) suggests that the sample is part of the total number and characteristics of a population. The

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sampling technique used in this study is a purposive random sampling technique. Purposive random sampling technique is a technique in determining the sample with certain considerations in accordance with what is desired by the researcher.

To get a sample, researchers have distributed questionnaires to the entire population in the UPTD Puskesmas Krian totaling 100 respondents. The samples to be processed are samples that match the predetermined characteristics, namely employees aged 20-45 years and have worked for at least 4 years. In this way, the research sample is 50 respondents. The 50 respondents were chosen because they fit the criteria and have met the requirements determined by the researcher so that they can be used as samples in this study.

The type of data used in this study is the type of quantitative data. Quantitative research is carried out by taking data in the form of numbers, then the data will be processed and also researched to produce scientific information. The data comes from

the results of the assessment of the answers to the questionnaire given by the respondents.

Primary data in this study is data that contains statements and will be given to respondents. The contents of these statements are only about the influence of leadership, work environment, and work discipline on employee performance at UPTD Puskesmas Krian. Secondary data in this study is the attendance list of employees at UPTD Puskesmas Krian.

Data collection techniques carried out in this study, namely:

1. Questionnaire or Questionnaire

Questionnaires or questionnaires are data collection techniques that are carried out by giving written questions to data sources or respondents to fill out (Sugiyono, 2013). In this study, the questionnaire used by the researcher was a closed questionnaire.

Table 3. Likert scale

Answer Options	Score
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

2. Observation

To obtain unsolved data, researchers conducted observations, by conducting surveys and direct interviews

with research subjects in order to obtain authentic and more specific data.

Data analysis according to (Sugiyono, 2018) is the process of systematically

searching and compiling data obtained from interviews, field notes, and documentation by organizing data into categories, describing into units, synthesizing, arranging into patterns, selecting which ones are important and what will be studied, and draw conclusions so that they are easily understood by themselves and others.

RESULTS AND DISCUSSION

A. Descriptive Analysis

In this study, the respondents used as samples are all employees who work at the UPTD Puskesmas Krian totaling 100 employees. Then after the questionnaire is distributed to all respondents, the researcher will take the

data to be processed and the data must be in accordance with the characteristics and requirements that have been set. The characteristics of the respondents who will be sampled are respondents who are 20-45 years old and have a minimum working period of 4 years. So because of this, a sample of 50 respondents was obtained.

Of the 100 questionnaires that have been filled out by all respondents, 100 questionnaires were returned, which means that there were no respondents who did not return the questionnaires, so the percentage response rate of the respondents was 100% and can be seen in the table below:

Table 4. Questionnaire Return Rate

Information	Amount
Questionnaire distributed	100
Returning Questionnaire	100
Presentation response rate	100%
Questionnaire that does not return	0
Total analyzed questionnaires	50

Source: Primary data processed 2022

Based on the results of the questionnaires that have been returned by the respondents, the researchers will examine the answers of the respondents whose total number is 50 respondents who meet the requirements to be used as samples. The following is descriptive

of the respondents who will be sampled by researchers in order to obtain data:

1. Respondents' Research on Respondents' Identity
 - a. Classification of Respondents by Gender

Table 5. Gender Classification of Respondents

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	13	21,7	21,7	21,7
	Woman	37	78,3	78,3	100,0
	Total	50	100,0	100,0	

Source: SPSS data processed by researchers

Based on the table above, it can be seen that the majority of the respondents were women as many as 37 people or 78.3% while the rest were male as many as 13 people and 21.7%. so it can be

concluded that the majority of employees who work in the UPTD Puskesmas Krian Sidoarjo are female.

b. Classification of Respondents Based on Age

Table 6. Age Classification of Respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-28 years old	5	13,3	13,3	13,3
	29-33 years old	22	55,0	55,0	68,3
	34-38 years old	18	30,0	30,0	98,3
	38-45 years old	5	13,3	13,3	100,0
	Total	50	100,0	100,0	

Source: SPSS data processed by researchers

Based on the results of the table above, it is shown that most of the respondents aged 20-28 years amounted to 5 people (13.3%), then respondents aged 29-33 years with a total of 22 people (55.0%), then respondents aged 34-33 years. 38 years old with a total of 18 people (30.0%), and

the last respondent with the age of 38-45 years which amounted to 5 people (13.3%). So it can be concluded that the majority of employees in the UPTD Puskesmas Krian Sidoarjo are in the range of 29-33 years.

c. Classification of Respondents Based on Education

Table 7. Classification of Respondents' Education

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School/Vocational	5	8,3	8,3	8,3
	High School				
	Bachelor degree	45	91,7	91,7	100,0
	Total	50	100,0	100,0	

Source: SPSS data processed by researchers

Based on the results of the table above, it shows that most of the respondents who are high school/vocational graduates are 5 people (8.3%), and 45 people are graduates of S1 (91.7%). So it can

be concluded that the employees in the UPTD Puskesmas Krian Sidoarjo are graduates of Bachelor (S1).

d. Classification of Respondents Based on Term of Service

Table 8. Classification of Respondents Working Period

		Working Period			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4-6 Years	5	1,7	1,7	1,7
	7-9 Years	26	50,0	50,0	51,7
	10-12 Years	15	41,7	41,7	93,3
	13-15 Years	4	6,7	6,7	100,0
	Total	50	100,0	100,0	

Source: SPSS data processed by researchers

Based on the results of the table above, it can be concluded that the respondents who worked for 4-6 years amounted to 5 people (1.7%), and respondents who worked for 7-9 years amounted to 26 people (50.0%). The number of respondents who worked for 10-12 years was 15 people (41.7%), and the last respondents who worked for 13-15 years were 4 people

(6.7%). Thus, the researchers concluded that the majority of employees working at the Krian Health Center UPTD worked for 7-9 years.

2. Frequency of Respondents' Answers About Research Variables

Based on the data obtained from distributing questionnaires to all respondents who are employees of the Krian Health Center UPTD, a

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description of the tendency of respondents' perceptions of each statement item listed in the questionnaire is obtained. In this study, there are three independent variables (X) which include 4 statements of the Leadership variable (X1), 4 statements of the Work

Environment variable (X2), and 3 statements of the Work Discipline variable, and there is one dependent variable (Y) which consists of 5 item statements. These perceptions can be described in the following table:

a. Leadership Variable (X1)

Table 9. Respondents' Assessment of Leadership Variables

No	Questions	Respondents Response									
		1	%	2	%	3	%	4	%	5	%
1.	X1.1	1	1,7	1	1,7	14	23,3	19	48,3	15	25,0
2.	X1.2	-	-	-	-	14	23,3	25	58,3	11	18,3
3.	X1.3	1	1,7	14	23,3	18	46,7	16	26,7	1	1,7
4.	X1.4	-	-	-	-	20	18,2	24	50,9	16	26,7

Source: Primary Data

Based on the results of the questionnaire table above, it shows that the respondents' answers to the leadership questionnaire have an average answer of Agree with a percentage value of (58.3%) with the indicator "Interpersonal Relations". This can indicate that the ability of a leader of the UPTD Puskesmas Krian in interacting with

employees through communication and understanding of their employees is well formed, it will have an impact on employees because they will be encouraged to always optimize the resulting performance to provide results in accordance with the target. which has been specified.

b. Work Environment Variable (X2)

Table 10. Respondents' Assessment of Work Environment Variables

No	Questions	Respondents Response									
		1	%	2	%	3	%	4	%	5	%
1.	X2.1	-	-	1	1,8	11	20,0	24	52,7	14	25,5
2.	X2.2	-	-	-	-	4	7,3	17	30,9	29	61,8
3.	X2.3	-	-	1	1,8	6	10,9	22	49,1	21	38,2
4.	X2.4	1	1,8	1	1,8	12	21,8	26	47,3	10	27,3

Source: Primary Data

Based on the results of the table above, it shows that the results of the questionnaire answers to the Work Environment variable with an average answer of Strongly Agree with a percentage value of (61.8%) with the indicator "Air circulation". This shows that the air circulation in the UPTD

Puskesmas Krian work environment is well cared for, because good air circulation conditions are needed by employees in maintaining their work comfort so that it does not hinder the work process and the resulting performance.

c. Work Discipline Variable (X3)

Table 11. Respondents' Assessment of Work Discipline Variables

No	Questions	Respondents Response									
		1	%	2	%	3	%	4	%	5	%
1.	X3.1	-	-	-	-	8	14,5	26	47,3	16	38,2
2.	X3.2	-	-	5	7,3	5	7,3	18	32,7	22	50,9
3.	X3.3	1	1,8	2	3,6	8	14,5	14	34,5	25	45,5

Source: Primary data

Based on the table above, it shows the results of the answers to the work discipline questionnaire with an average answer of Strongly Agree with a percentage value of (50.9%) with the indicator "Timeliness of work and time of returning home". Because employees in an agency or company have set deadlines for work and return home so they cannot be made arbitrarily by employees, they must work in accordance with operational standards set by the Puskesmas.

This shows that the work discipline attitude of the employees of UPTD Puskesmas Krian is in very good condition, especially if you look at the majority of respondents' answers, it can be said that employees always obey and pay attention to working time and when work time is over so that the performance they produce will always be maximized.

d. Employee Performance Variable (Y)

Table 12. Respondents' Assessment of Employee Performance Variables

No	Questions	Respondents Response									
		1	%	2	%	3	%	4	%	5	%
1.	Y.1	-	-	-	-	8	14,5	26	47,3	16	38,2
2.	Y.2	1	1,8	2	3,6	8	14,5	24	43,6	15	36,4
3.	Y.3	-	-	-	-	5	9,1	15	36,4	30	54,5
4.	Y.4	-	-	-	-	8	14,5	16	38,2	26	47,3
5.	Y.5	1	1,8	2	3,6	8	14,5	14	34,5	25	45,5

Source: Primary data

Based on the results of the table above, it shows the answers to the Employee Performance questionnaire with an average answer of Strongly Agree with a percentage value of (54.5%) and the indicator is "Timeliness". This indicates that employees who work at UPTD Puskesmas Krian always

pay attention to the time and performance they produce. Good use of time will also have a good impact on work results which will later add more value to the employees themselves.

B. Data Quality Test

1. Validity test

Table 13. Variable Validity Test Results

Variable	Pernyataan	R _{count}	r _{table}	Information
Leadership (X1)	X1.1	0,582	0,30	Valid
	X1.2	0,596		Valid
	X1.3	0,582		Valid
	X1.4	0,526		Valid
Work Environment (X2)	X2.1	0,467	0,30	Valid
	X2.2	0,586		Valid
	X2.3	0,536		Valid
	X2.4	0,523		Valid
Work Discipline (K3)	X3.1	0,426	0,30	Valid
	X3.2	0,471		Valid
	X3.3	0,624		Valid
Employee Performance (Y)	Y.1	0,590	0,30	Valid
	Y.2	0,520		Valid
	Y3	0,434		Valid

Y.4	0,475	Valid
Y.5	0,691	Valid

Source: Data processed by researchers using SPSS

Based on the results of table 4.10 above, it is stated that the overall statement items in the questionnaire owned by each variable X and Y have a correlation value of r table of more than 0.30. So that each statement

item in the questionnaire can be declared valid and can be used to measure the variables that have been studied.

2. Reliability Test

Table 14. Reliability Test Results

Variable	Cronbach's Alpha	R _{table}	Information
Leadership (X1)	0,660	0,60	Reliable
Work Environment (X2)	0,690		Reliable
Work Discipline (X3)	0,743		Reliable
Employee Performance (Y)	0,741		Reliable

Source: Data processed by researchers using SPSS

Based on the results of the Reliability Test table above, it can be seen that all variables produce Cronbach's Alpha values above 0.60. So that it is concluded that each variable is concluded to have reliable data status.

linearity, if the value is > 0.05 then there is a linear relationship between the independent variable and the dependent variable. If the value of deviation from linearity <0.05, it can be said that there is no linear relationship between the independent and dependent variables.

C. Classical Assumption Test

1. Linearity Test

The linearity test can be known by looking at the deviation from

Table 15. Leadership Linearity Test on Employee Performance

ANOVA Table								
			Sum of Squares	Df	Mean Square	F	Sig.	
Employee Performance Leadership	*	Between Groups	(Combined)	220,331	8	27,541	9,801	.000
			Linearity	175,099	1	175,099	62,309	.000
			Deviation from	45,232	7	6,462	2,299	.314

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Linearity			
Within Groups	143,319	37	2,810
Total	363,650	49	

Source: Data processed by researchers using SPSS

Based on the results of the table above, it can be seen that the Deviation from Linearity value of the Supervision variable is obtained at

0.314. So it can be concluded that there is a linear relationship between the variables of Leadership on Employee Performance.

Table 16. Linearity Test of Work Environment on Employee Performance

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
Employee Performance * Work Environment	Between Groups	(Combined)	241,537	7	34,505	14,694	.000
		Linearity	194,941	1	194,941	83,013	.000
		Deviation from Linearity	46,596	6	7,766	3,307	.893
	Within Groups		122,113	41	2,348		
	Total		363,650	49			

Source: Data processed by researchers using SPSS

Based on the results of the table above, it can be seen that the Deviation from Linearity value of the Work Environment variable is obtained at 0.893. So it can be

concluded that there is a linear relationship between the variables of the Work Environment and Employee Performance.

Table 17. Linearity Test of Work Discipline on Employee Performance

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
Employee Performance * Work Discipline	Between Groups	(Combined)	280,569	8	35,071	21,529	.000
		Linearity	255,465	1	255,465	156,820	.000
		Deviation from Linearity	25,105	7	3,586	2,202	.514

Within Groups	83,081	40	1,629
Total	363,650	49	

Source: Data processed by researchers using SPSS

Based on the results of the table above, it can be seen that the Deviation from Linearity value of the Work Discipline variable is obtained at 0.514. So it can be concluded that there is a linear relationship between the variables of Work Discipline on Employee Performance.

2. Normality Test

The normality test was conducted to determine whether the data managed in this study came from a normally distributed population or not. If the normality test value is > 0.05 then the variable is normally distributed, but if the normality test value is < 0.05 then the variable is not normally distributed.

Table 18. Normality Test

		Unstandardized Residual	
		50	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.65620617	
Most Extreme Differences	Absolute	.097	
	Positive	.092	
	Negative	-.097	
Test Statistic		.097	
Asymp. Sig. (2-tailed)		.200 ^{c,d}	

Source: Data processed by researchers using SPSS

When viewed from the normality test table above, it can be seen that the Asymp value. Sig is obtained at 0.200 which means it is greater than 0.05. So it can be

concluded that the data used in the study were normally distributed. This is also supported based on the results of the P-Plot diagram as follows:

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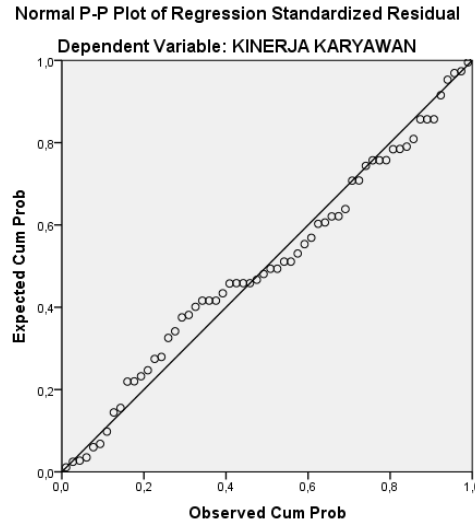


Figure 1. P-Plot Diagram

Source: Data processed by researchers using SPSS

Based on the P-Plot diagram above, it can be seen that the distribution of the data forms points that spread and approaches the diagonal line, so it can be concluded that the data used in this study is normally distributed.

3. Multicollinearity Test

The multicollinearity test is carried out to determine whether or not there is a correlation between the X variable and the Y variable. The results of the multicollinearity test can be seen through the Coefficients

table in the value column of the Variance Inflation Factor (VIF), if the VIF value obtained by each independent variable is between numbers 1-10 and the Tolerance value is greater than 0.1, then in the regression model there is no symptom of multicollinearity among the independent variables, whereas if the VIF value obtained is more than 10, it can be said that there is a symptom of multicollinearity in the regression model.

Table 19. Multicollinearity Test Results

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
<i>(Constant)</i>		
1	Leadership	,519 1,928
	Work environment	,288 1,477
	Work Discipline	,269 1,716

a. Dependent Variable: Employee performance

Source: Data processed using SPSS

Based on the results of the multicollinearity test table above, it can be explained that the Variance Inflation Factor (VIF) value in the Leadership variable gets a value of $1.928 < 10$, and the Work Environment variable gets a value of $1.477 < 10$, the last variable Work Discipline gets a value of $1.716 < 10$. So it can be concluded it is concluded that all X variables have a value of < 10 . Likewise, the tolerance value generated in the test of all variables has a value of > 0.10 . Based on this, it can be concluded that in this study

there is no multicollinearity in the regression model.

4. Heteroscedasticity Test

Heteroscedasticity test is a test carried out to determine whether the regression model has an inequality of variance from one observation residual to another observation. To find out whether heteroscedasticity exists or cannot be seen in the scatterplot method, if you see points that spread randomly, either at the top of the number 0 or at the bottom of the number 0 from the Y axis, it can be said that there is no heteroscedasticity.

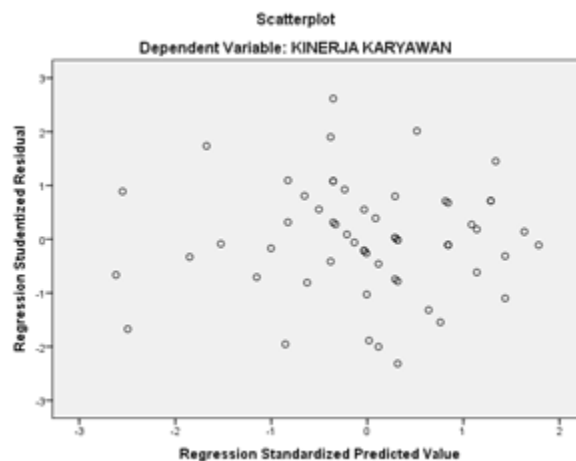


Figure 2. Heteroscedasticity Test Results

Source: Data processed by researchers using SPSS

If you look at the results of the scatterplot in the figure, it can be explained that the residual plot spreads randomly and does not have a certain pattern. So it can be concluded that there is no heteroscedasticity.

5. Autocorrelation Test

The autocorrelation test is used to determine whether the regression model has a correlation between the

confounding errors in the t-1 period (Ghozali, 2018). For autocorrelation testing, it can be seen from the probability value, if the value is > 0.05 then the regression model can be stated that there is no autocorrelation. Autocorrelation test can be performed using the Durbin – Watson (DW) test with the following conditions:

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- a. If $0 < d < dL$ then there is a positive autocorrelation.
- b. If $4 - dL < d < 4$ then there is a negative autocorrelation.
- c. If $20 < d < 4 - dU$ or $dU < d < 2$ then there is no positive and negative autocorrelation.
- d. If $dL < d < 4 - dU$ or $4 - Du < d < 4 - dL$ it means that there is no autocorrelation

Table 20. Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,856 ^a	,732	,718	1,318	1,845

Source: Data processed by researchers using SPSS

From the results of the autocorrelation test table above, the Durbin - Watson value is 1.845. Which means that it can be concluded that in this study there is no autocorrelation.

the factors of the variables used in a study. And aims to determine the direction of the relationship whether the independent variable (X) with the dependent variable (Y) has a positive or negative relationship.

D. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the magnitude of

Table 21. Multiple Linear Regression Analysis Test Results

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	4,837	1,313		3,683	,001
1	Leadership	,317	,134	,227	2,365	,004
	Work environment	,557	,181	,041	,316	,002
	Work discipline	,685	,140	,650	4,881	,000

a. Dependent Variable: Employee Performance

Source: Data processed by researchers using SPSS

Based on the results of the multiple linear regression analysis test table above, it can be explained that the table shows the coefficient B is the form of a regression equation that can be generated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 4,837 + 0,317X_1 + 0,557X_2 + 0,685X_3$$

From the explanation above, it can be concluded as follows:

1. Obtained a constant value of 4.837 so that it can be stated that if the independent variables consisting of Leadership (X1), Work Environment (X2) and Work Discipline (X3) = 0 or constant, so that the value of the Employee Performance variable is 4.837.
2. The regression coefficient value of Leadership (X1) is 0.317 so it can be stated that if the value of the Leadership variable (X1) increases by one unit, which will cause an increase in the dependent variable in this study, namely Employee Performance (Y) of 0.317 = 31,7%.

3. The value of the Work Environment regression coefficient (X2) is 0.557 so it can be stated that if the Work Environment variable (X2) increases by one unit, which will cause an increase in the dependent variable in this study, namely Employee Performance (Y) of 0.557 = 55,7%.
4. The regression coefficient value of Work Discipline (X3) is 0.685 so it can be stated that if the Work Discipline variable (X3) increases by one unit, which will cause an increase in the value of the dependent variable in this study, namely Employee Performance (Y) of 0.685 = 68,5%.

E. Hypothesis testing

1. T test (Partial Test)

Table 22. t test results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4,837	1,313		3,683	,001
1 Leadership	,317	,134	,227	2,365	,004
Work environment	,557	,181	,041	3,316	,002
Work discipline	,685	,140	,650	4,881	,000

a. Dependent Variable: Employee Performance

Source: Data processed by researchers using SPSS

By using the assumption of a confidence level of 5% or 0.05 with a degree of freedom value of $K = 3$ and $df2 = n - k - 1$ ($50 - 3 - 1 = 46$) so as to obtain a t-table of 1.67866, it can be concluded as follows :

a. Leadership (X1)

The t-count value is (2.365) while the t-table is (1.67866) then the t-count value > t table ($2.365 > 1.67866$) so that it can be concluded that there is a strong influence on H1 is accepted and H0 is rejected. With a significance

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value ($0.004 < 0.05$) it can be concluded that "H1: There is an influence between the Leadership variables on Employee Performance is accepted".

b. Work Environment (X2)

The t-count value is (3.316) while the t-table value is (1.67866), so the t-count > t-table ($3.316 > 1.67866$) so that it can be concluded that there is a strong influence for H1 to be accepted and H0 to be rejected. With a significance value obtained of ($0.002 < 0.05$) so it can be concluded that "H2: There is an influence between the variables of

the Work Environment on Employee Performance is accepted".

c. Work Discipline (X3)

The calculated t value is (4,881) while the t table value is (1,67866) so the t value > t table ($4.881 > 1.67866$) so that it can be concluded that there is a strong influence on H1 is accepted and H0 is rejected. With a significance value obtained of ($0.000 < 0.05$) it can be interpreted that "H3: There is an influence between Work Discipline variables on Employee Performance is accepted".

2. F Test (Simultaneous Test)

Table 23. Simultaneous Test Results (Test F)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	266,351	3	88,784	25,099	,000 ^b
	Residual	197,299	46	1,737		
	Total	363,650	49			

Source: Data processed by researchers using SPSS

Based on the results of the F test table above, it can be seen that the F table value is 2.81. While the calculated F value is $25.099 > 2.81$.

From the F test table above, it can also be seen that the significance value for the variables of Leadership (X1), Work Environment (X2), and Work Discipline (X3) on Employee Performance (Y) is $0.000 < 0.05$. Based on this, it can be proven that H0 is

rejected and H1 is accepted. So it can be concluded that there is a positive influence between the variables of Leadership (X1), Work Environment (X2), and Work Discipline (X3) on Employee Performance (Y) significantly.

3. Determinant Test (R Square)

The determinant test is used to calculate how closely the relationship between the X variable and the Y

variable is. The range of the R-Square values ranges from 0-1. If it is close to 1, it means that the relationship between variable X and variable Y is getting stronger together. However, if

it is close to 0 then the relationship between variable X and variable Y together is getting weaker or even there is no relationship at all.

Table 24. Determinant Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,856 ^a	,732	,718	1,318

Source: Data processed using SPSS

Based on the results of the table above, the R test value obtained is 0.732, so it can be said that there is a very strong relationship between the X and Y variables, because the R test results are close to 1.

Based on the table above, it can be seen that the value of the determinant coefficient (R²) shows the test results of 0.732 or 73.2% so that it can be explained that the variables of Leadership (X1), Work Environment (X2), and Work Discipline (X3) can explain Performance Employees (Y) in this study amounted to 73.2% and the remaining 26.8% was explained by other variables that were not the object of research in this study.

F. Discussion

Based on the results of research processed using SPSS statistical software version 22. It can be concluded that the variables of Leadership (X1), Work Environment (X2), and Work Discipline

(X3) on Employee Performance (Y) are as follows:

1. H1: There is a partial influence between the Leadership Variables on Employee Performance

Based on the results of this study, it shows that the leadership variable has a significant influence on employee performance. This shows that leadership in an agency or company has an important role, especially in directing employees to more or less direction. The results of this study are in line with the theory put forward by (Rivai, 2014) which states that leadership is a method used for a leader to influence subordinates so that organizational goals are achieved or it can also be said that leadership is a pattern of behavior and strategies that are preferred and often applied by a leader. in directing his subordinates to be able to work well.

To ensure that all work and tasks assigned by superiors to

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subordinates can run as expected, a company leader must have the ability to lead, guide, guide, provide positive motivation, manage the organization, establish good communication, carry out supervision properly. , and directing his subordinates to always work in accordance with the intended target. Because with that, employees are expected to maximize their performance.

Leadership and employee performance have a linear form in the sense that by carrying out the leader's duties well, employee morale will increase and work results will be optimal in accordance with performance standards set by the company. In the UPTD Puskesmas Krian, the leadership carried out by the Head of the Puskesmas has gone very well, this is evidenced by the majority of answers to the statements distributed through questionnaires with a score of 4 or 5. This can be used as a reference for the UPTD Puskesmas Krian so that they can maintain, maintain, and continue to develop employee performance until it reaches the maximum number so that the company's goals will be easily achieved.

Empirical studies that support the findings of this study are the results of previous research conducted by (Presilawati et al., 2022) with the research title "The Influence of Leadership, Non-Physical Work

Environment and Compensation on the Performance of Beutong Health Center Employees, Nagan Raya Aceh Regency", which shows that the Leadership variable has a significant influence on the performance of Beutong Public Health Center employees, Kab. Nagan Raya Aceh. On the contrary, the results of this study do not support the results of previous research conducted by (Posuma, 2013) with the research title "The Influence of Competence, Compensation, and Leadership on Employee Performance at Ratumbuysang Hospital Manado", the results of which state that leadership has no significant effect. on the performance of employees at the Manado Ratumbuysang Hospital.

The practical implication in this research is to provide practical implications for interested parties and have leadership authority in the company. A leader, who can carry out his duties and obligations well to employees, can increase employee morale so that they continue to maximize their performance so that the resulting performance will continue to increase.

2. H2: There is a partial influence between Work Environment Variables on Employee Performance

Based on the results of this study, it shows that the work environment variable has a partial and significant effect on the

performance of the employees of UPTD Puskesmas Krian. The results of this study are in line with the theory put forward by (Afandi, 2018) which states that the wrong work environment has a major effect on increasing employee performance. The work environment is something that exists in the employee's environment that can affect him in carrying out tasks such as room temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether or not work equipment is adequate.

Based on the results of research conducted at the UPTD Puskesmas Krian at this time, it can be indicated that the work environment around employees is well maintained. This can be proven from the majority of employees who answered the statement in the Work Environment variable with a score of 4 or 5. Which means that the Krian Health Center UPTD can manage its work environment well, it will also have a good impact on its employees, because employees will feel safe, comfortable, and not work under pressure. Employees who are uncomfortable and feel pressured at work will reduce their performance so that it can cause instability in the company's operational activities.

The results of this study are in line with the results of previous research conducted by (Apridani et

al., 2021) with the research title "The Influence of Competence, Work Environment and Motivation on Employee Performance at the Tanah Siang Sub-district Health Center", which shows that the work environment has a significant influence on employee performance. Tanah Siang District Health Center. On the other hand, the results of this study do not support the results of previous research conducted by (Makmun & Khoiriyah, 2020) with the research title "The Influence of Democratic Leadership Style, Organizational Culture, Work Motivation, and Work Environment on Employee Performance at UPT. Puskesmas Ambulu", whose research results state that the work environment has no significant effect on the performance of employees at the UPT Puskesmas Ambulu.

The practical implication in this research is to provide practical implications for those who have authority over the physical and non-physical work environment. Companies that can evaluate developments in managing the work environment properly and regularly can improve the performance of employees who work every day.

3. H3: There is a partial influence between Work Discipline Variables on Employee Performance

Based on the results of this study, it shows that the work

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discipline variable has a partial and significant effect on the performance of employees at UPTD Puskesmas Krian. The results of this study are in line with the theory put forward by (Sutrisno et al., 2010) which states that work discipline is important to be applied to every employee so that it becomes a reminder for them to always comply with all regulations and standards imposed by the company, so as to prevent and minimize mistakes made by employees. By complying with and carrying out company activities according to applicable procedures, it is expected that the performance generated every day will also increase.

Based on the results of research conducted at the UPTD Puskesmas Krian at this time, it can be indicated that the implementation of the existing Work Discipline attitude towards all employees has been carried out well. This can be proven from the majority of answers to the statements in the questionnaire distributed, employees answered the statement in the Work Discipline variable with a score of 4 or 5. Which can be concluded that the majority of employees who work at UPTD Puskesmas Krian have carried out their work by paying attention to the attitude of Work Discipline with very good. Work discipline is very influential on the achievement of

company performance against predetermined targets. If employees are not disciplined while working, the final results obtained will not be satisfactory. The bad impact of indiscipline at work will not only harm the company but will also reflect the quality of human resources in the company. Therefore, the implementation of work discipline in the Krian Health Center UPTD must be maintained and improved, because if employees have a good work discipline attitude, the resulting performance will also be maximally in line with company expectations. This increase will provide benefits that have a good impact on the company so that the targets targeted by the company will also be easily achieved.

The results of this study support the findings of empirical research conducted by (A. N. Hasibuan, 2017) with the research title "The Influence of Work Discipline and Motivation on Employee Performance at the Marancar Udik Public Health Center, South Tapanuli Regency", which shows that work discipline has a significant influence on the performance of Puskesmas employees. Marancar Udik, South Tapanuli Regency. On the other hand, the results of this study are not in line with the results of previous research conducted by (Susanto, 2018) with the research title "The Influence of Self-Efficacy, Work Discipline, and

Services on the Performance of Public Health Center Employees in Lempembekujaya Subdistrict, Ogan Komering Ilir Regency", whose research results state that that work discipline has no significant effect on the performance of Puskesmas employees in Kec. Lemrub Jaya Kab. Ogan Komering Ilir.

The practical implication in this research is to provide practical implications for interested parties and have the authority to apply work discipline in the company. For companies to evaluate and pay attention to the extent to which work discipline is applied to its employees, so that it will maximize employee performance results.

4. H4 : There is an Influence between Supervision Variables, Work Discipline and Work Environment Simultaneously on Employee Performance

Overall the variables X and Y in this study showed a significant value. So it can be concluded that the variables of Leadership, Work Environment and Work Discipline have a simultaneous and significant effect on employee performance at UPTD Puskesmas Krian.

To see the effect between the independent variable and the dependent variable simultaneously, it can be done by comparing the F-count value with the F-table. If the F-count > F-table, it can be said that there is a

significant influence between the independent variable and the dependent variable, and vice versa. In this study, the F test value (F count) was greater than the F table. So it can be concluded that the variables of Leadership, Work Environment, and Work Discipline have a significant effect on the performance of UPTD Puskesmas Krian. Thus, UPTD Puskesmas Krian needs to pay more attention to the variables of Leadership, Work Environment and Work Discipline in order to improve the performance of the resulting employees.

The results of this study support the theory put forward by (A. A. A. P. Mangkunegara, 2011) which states that employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. In a sense, when a leader's duties are carried out well, high employee discipline, and a comfortable and conducive work environment will create peace and a sense of security will be felt by employees at work so that they can optimize the performance they produce. Because if employee performance increases it will be easier for the company to achieve the targets or goals that have been set.

An empirical study that also supports the findings of this study is

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the result of a previous study conducted by (Nurhasiah, 2019) with the research title "The Influence of Leadership Style, Work Environment, and Work Discipline on Employee Performance at the Technical Implementation Unit of the Petung Public Health Center, Penajam Paser Utara Regency", which shows that Leadership Style, Work Environment, and Work Discipline have a positive and significant impact on Employee Performance at the Technical Implementation Unit of Petung Public Health Center, Penajam Paser Utara Regency. On the contrary, the results of this study do not support the results of previous research conducted by (Nuriyah et al., 2022) with the research title "The Influence

of Leadership, Work Environment, and Work Discipline on the Performance of Padang Health Center Employees", whose research results state that there is no significant relationship. positive and significant between the variables of Leadership, Work Environment, and Work Discipline on Employee Performance.

The practical implication in this research is to provide practical implications for the authorities in managing Leadership, Work Environment, and Work Discipline. Companies can share information and conduct evaluations to continue to maintain Leadership, Work Environment, and Work Discipline so that employee performance can be continuously improved.

Table 25. Relationship between Variables

No.	Relationship Between Variables	Hypothesis	Theory and Empirical	Theory and Empirical
1.	Leadership on Employee Performance	Leadership Affects Employee Performance	Theoretical: Reza Zarvedi <i>et al.</i> , (2014) ; Arianty (2016); Amirullah (2015) ; Robbins & Judge (2013) ; Fahmi (2017) ; Rivai (2014). Empirical: Febiola Presilawati <i>et al.</i> , (2022) ; Christilia O. Posuma (2013).	Proven or Hypothesis 1 Accepted
2.	Work Environment on	Work Environment	Theoretical: Raziq & Maulabakhsh (2015) ;	Proven or Hypothesis 2

	Employee Performance	Affects Employee Performance	Sedarmayanti (2017) ; Sedarmayanti (2014) ; Afandi (2018)	Accepted
			Empirical: Achmad Syamsudin (2021) ; Sukron Makmun & Miftakhul Khoiriyah (2020).	
3.	Work Discipline on Employee Performance	Work Discipline on Employee Performance	Theoretical: Pramadita & Surya (2015); Mangkunegara (2015); Sutrisno (2014).	Proven or Hypothesis 3 Accepted
			Empirical: Abdul Nasser Hasibuan (2017) ; Eko Susanto (2018).	
4.	Leadership, Work Environment, and Work Discipline on Employee Performance	Leadership, Work Environment, and Work Discipline Affect Employee Performance	Theoretical: Bernardin & Russel (2014) ; Priansa (2014) ; Mangkunegara (2017) ; Hasibuan (2012) ; Veithzal (2014) ; Saragih & Simarmata (2018).	Proven or Hypothesis 4 Accepted
			Empirical: Nurhasiah (2019) ; Sinta Nuriyah., <i>et al</i> (2022).	

CONCLUSION

Based on the results of the t-test (partial) test, it shows that the Leadership variable (X1) has a positive and significant effect on Employee Performance (Y) at UPTD Puskesmas Krian. Based on the partial test results, it shows that there is a positive

and significant influence between the variables of the Work Environment (X2) on Employee Performance (Y) UPTD Puskesmas Krian. Based on the results of the t test (partially) it is shown that the Work Discipline variable (X3) has a positive and

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significant effect on Employee Performance (Y) at UPTD Puskesmas Krian.

According to the results of the research on the F test (simultaneous test) it is stated that the variables of Leadership, Work Environment, and Work Discipline have a positive and significant effect on Employee Performance at UPTD Puskesmas Krian. Based on this, it can be proven that the variables of Leadership, Work Environment, and Work Discipline together can increase employee performance.

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