The Influence of Leadership and Work Environment on Job Satisfaction of Delia General Hospital Employees

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ABSTRACT

Employee job satisfaction is the main focus of every company. Basically, job satisfaction is not just a feeling of pleasure or satisfaction for the work done, but rather the result of a thorough experience in the work environment. This study aims to analyze and get answers to whether leadership variables and work environment have a partial and simultaneous effect on job satisfaction of Delia General Hospital employees. This study used an associative approach where the number of respondents was 65 people. The test was carried out using SPSS ver 26. The results showed that under leadership (X_1) had no effect and was significant on job satisfaction (Y) while the work environment (X_2) had a positive and significant effect on job satisfaction. Then leadership (X_1) and work environment (X_2) have a silmultan effect on job satisfaction (Y).

Keywords:
Job Satisfaction[1]; Leadership[2]; Work Environment[3]; Hopsital employees[4];

1. Introduction

Human resources are one of the capital that is very important for the success of an organization or company. Leaders must realize the importance of the human element in running a business because humans are the movers and shakers of the course of a company (Partika, 2021) . Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work and matters concerning physical and psychological factors (Afandi, 2018) . Job satisfaction is very important to improve the performance of general hospital employees. High job satisfaction can encourage employees to provide better service, increase productivity, and create a more pleasant work environment. However, to improve job satisfaction and employee performance, it is important to understand and manage factors such as management support, fair compensation, advancement in career, clear task responsibilities, and good peer relationships. Employees who are satisfied with their jobs have a tendency to stay in the organization. However, there are still many challenges faced by companies in increasing employee job satisfaction. High workloads, large physical and emotional demands, and lack of resources can be factors that hinder job satisfaction. In addition, employee involvement and participation in decision making can also have a negative impact on job satisfaction.

Delia General Hospital is a hospital located in Finish District, Langkat Regency with a good reputation in providing quality health services for the community. The hospital has modern facilities and is equipped with state-of-the-art medical equipment. Delia General Hospital offers a wide range of medical services, including emergency services, hospitalization, surgery, as well as consultations and examinations by specialists in various fields.

Table. 1 Pre Job Satisfaction Survey Results (Y)

No	Question	Respondents' Answers				Number of Respondents
		Very Good	%	Bad	%	
1	Received Workloads	12	40	18	60	30
2	Amount of Payment received for the results of work	10	33,3	20	66,7	30
3	Individual character and sense of social responsibility	15	50	15	50	30
4	Leadership style and leadership characteristics	20	66,7	10	33,3	30
5	Opportunities for career promotion	8	26,7	22	73,3	30

Source: Researcher, 2024

The following pre-survey results are appropriate and in line with the direct analysis that the researchers conducted. Where the job satisfaction of Delia General Hospital employees has not looked good because some employees feel that to be able to get a career promotion is difficult to do, then the leader who supervises employees is not good. In the service industry, employee job satisfaction plays an important role in providing quality service to customers. Employees who are satisfied with their work tend to be more dedicated, highly motivated, and able to provide better service to customers.

Leadership is a way for leaders to influence their subordinates, to be willing to work together and work productively to achieve organizational goals (Hasibuan, 2018) . The excellence of a leader is success in achieving organizational goals which is very dependent on the role of the leader, the progress or development of the company depends on the leader in influencing the activities in the company, so that it will produce excellent achievements for the company.

Table. 2 Leadership pre-survey results (X₁)

No	Question	Respondents' Answers				Number of Respondents
		BS	%	TB	%	
1	Leaders analyze in determining steps to achieve goals	21	70	9	30	30
2	Leaders set an example or example with simplicity to employees	18	60	12	40	30
3	Leaders communicate in conveying orders to their members	25	83,3	5	16,7	30
4	Leaders listen to their subordinates to avoid authoritarian nature	13	43,3	17	56,7	30
5	The attitude of the leader to his subordinates	28	93,3	2	6,7	30

Source: Researcher, 2024

The following pre-survey results are appropriate and in line with the direct analysis that the researchers conducted. Where Delia General Hospital employees feel that the leadership has not been good at communicating conveying work orders to them. Leadership is also a process of influencing and giving direction to individuals or groups in achieving common goals. Leadership plays an important role in directing and motivating team members, as well as creating a productive and constructive work environment. A successful leader must have good ability to communicate effectively with his team members. They must be able to listen, give constructive feedback, and ensure that their message is conveyed clearly and on time

According to (Sakti, 2019) the work environment are all aspects of physical work, work psychology, and work regulations that can affect job satisfaction and productivity achievement. The work environment in an office where work is very important to note. Although the work environment does not carry out the production process in an office, the work environment has a direct influence on the employees who carry out the work process.

Table. 3 Pre-survey Work Environment Results (X2)

No	Question	Respondents' Answers				Number of Respondents
		BS	%	TB	%	
1	Lighting at work	23	76,7	7	23,3	30
2	Air temperature at work	11	36,7	19	63,3	30
3	Air circulation at work	10	33,3	20	66,7	30
4	Noise levels in the workplace	5	16,7	25	83,3	30
5	Employee relations	9	30	21	70	30
6	Safety at work	14	46,7	16	53,3	30

Source: Researcher, 2024

This is in line with the results of direct observations that researchers make. Where the employees of Delia General Hospital feel that the working relationship between employees is not good because there are still many who feel dissatisfied between the performance of fellow employees. In addition, employees also feel that the noise level in the workplace is also quite high, because it is too close to the highway and some production machines of the surrounding factory. Tension and conflict between employees can result from disagreements, disagreements, or interpersonal problems. Conflicts that are not handled properly can disrupt teamwork, reduce productivity, and create a disharmonious work environment. A poor work environment can cause employees to feel dissatisfied, less motivated, and possibly affect their physical and mental health. In addition, organizations can also face high absenteeism rates, high employee turnover, and low performance. It is important for organizations to identify and correct problems in the work environment to create a healthy, inclusive, and productive environment for all employees.

2. Methods
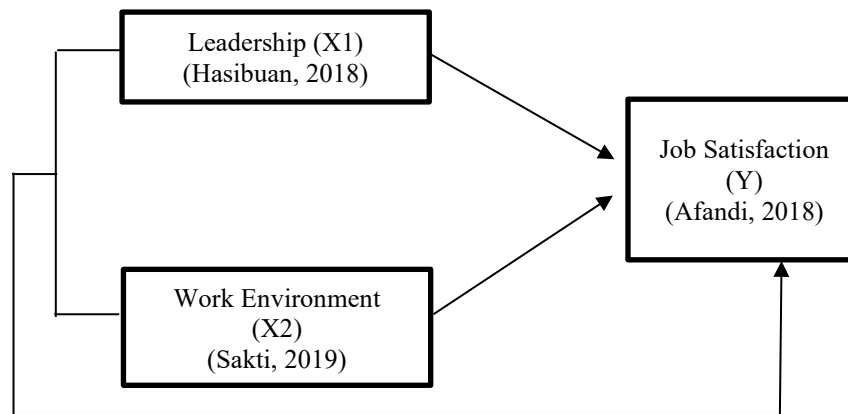
Source: Researcher, 2024

Picture. 1 Conceptual Framework

A hypothesis is a temporary result conjecture made by a researcher whose truth needs to be tested and proven through observation and research on the problem. The researcher explained the hypothesis in this study as follows:

H1 : Leadership has a partial positive and significant effect on the job satisfaction of Delia General Hospital Employees

H2 : Work Environment partially has a positive and significant effect on job satisfaction of Delia General Hospital Employees

H3 : Leadership and Work Environment simultaneously have a positive and significant effect on job satisfaction of Delia General Hospital Employees

The approach used in this study is an associative approach. Associative research approaches can be helpful in understanding the relationships between certain variables and provide insight into how those variables interact with each other (Sugiyono, 2018) . The variables associated in this study are variables consisting of leadership variables and work environment (x) to job satisfaction (y)

Table. 4 Operational Definition

Variable	Operational Definition	Indicators	Scale
Job Satisfaction (Y)	Job satisfaction is an effective or emotional response to various aspects of work. A set of feelings employees have about whether or not their work is pleasant. Satisfied employees are more productive than dissatisfied employees. Based on this definition, it can be concluded that job satisfaction can be interpreted as joy or a positive emotional statement of an employee in viewing their work (Afandi, 2018)	1. The work itself 2. Wages 3. Promotion 4. Supervisor 5. Co workers (Afandi, 2018)	Likert
Leadership (X1)	Leadership is a way for leaders to influence their subordinates, to be willing to work together and work productively to achieve organizational goals (Hasibuan, 2018).	1. Analytical Skills 2. Exemplary 3. Rationality and Objectivity 4. Work Instructions 5. Ability to hear suggestions 6. Communication Skills 7. Division of Tasks 8. Decisiveness in action (Hasibuan, 2018)	Likert
Work Environment (X2)	The work environment is all aspects of physical work, work psychology, and work regulations that can affect job satisfaction and productivity achievement. (Sakti, 2019)	1. Lighting / light in the workplace 2. Air temperature in the workplace 3. Humidity at work 4. Air circulation at work	

		5. Noise at work 6. Relations between employees 7. Workplace decoration 8. Music at work 9. Safety at work (Sakti, 2019)	

Source : Researcher, 2024

A population is a group of research elements, where an element is the smallest unit that is the source of the necessary data from the study. The population in this study was as many as 190 respondents / person. The determination of the sample used in this study used a type of (Sugiyono, 2018) *random sampling* method. To find out how many samples were used in the study, the author used the *Slovin formula* (Prawira, 2020). From the calculation results using the Slovin formula, it was found that the sample to be studied was a total of 65 respondents / people. The source of data in this study was obtained through the distribution of questionnaires to respondents. The data collection technique used in this study used questionnaires or questionnaires submitted to respondents to find problems from the answers. Data analysis techniques in this study are Data Quality Test, Classical Assumption Test and Conformity Test (Conformity Test and Hypothesis Test).

3. Results and Discussion

In 2000 H. Ngaring Sitepu who is a community leader, as well as an entrepreneur established a Medical Center and Maternity Clinic with a license for Private Basic Health Service Facilities Number: YM.00.02.2.572 and Number: YM.00.02.2.571, with the intention of providing health services for his sick employees. At that time it was located on Jalan Ki Hajar Dewantara, No. 24, Finish District, Langkat Regency, with a capacity of 20 beds. Over time, in 2015 it became a Class D General Hospital, which was established by the Decree of the Minister of Health Number: HK.02.03/I/0500/2015 and relocated to Jl. Kihajar Dewantara No. 9, Finish District, Langkat Regency. This hospital continued to grow until finally, in May 2016, Delia General Hospital received an operational permit from the Health Office as well as the establishment of a Type C Hospital with the Decree of the Head of the Langkat Regency Health Office Number: 440 – 2508 / yankes / V / 2016 with a capacity of 112 beds.

In order to support the government's health program, since 2010 Delia General Hospital began to collaborate with PT. Askes, then since 2015 changed to BPJS Kesehatan.Since 2015 until now, Delia General Hospital operates under the auspices of PT. Delia Oka Arjuna.

Source: RSU Delia, 2024
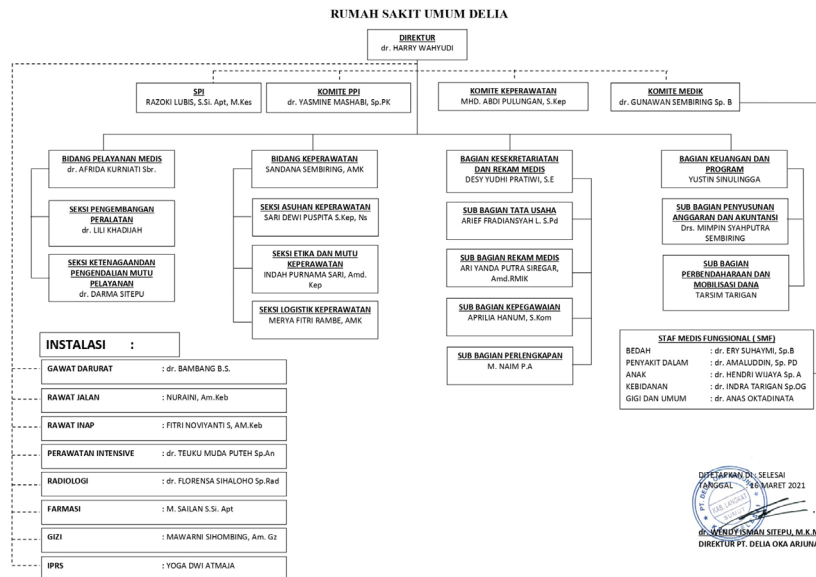
Picture. 2 Organizational Structure of Delia General Hospital

Validity Test A statistical procedure used to measure the extent to which a measurement instrument, such as a questionnaire or test, actually measures the intended concept or variable, as for the results of the validity test as follows:

Table. 5 Test Data Validity

Instrument X1	Calculate	Rtabel	Information
X1.1	0,853	0,244	valid
X1.2	0,918	0,244	valid
X1.3	0,933	0,244	valid
X1.4	0,946	0,244	valid
X1.5	0,892	0,244	valid
X1.6	0,907	0,244	valid
X1.7	0,912	0,244	valid
X1.8	0,925	0,244	valid
Instrument X2	Calculate	Rtabel	Information
X2.1	0,929	0,244	valid
X2.2	0,924	0,244	valid
X2.3	0,963	0,244	valid
X2.4	0,971	0,244	valid
X2.5	0,967	0,244	valid
X2.6	0,961	0,244	valid

X2.7	0,955	0,244	valid
X2.8	0,953	0,244	valid
X2.9	0,970	0,244	valid
Instrument Y	**Calculate**	**Rtabel**	**Information**
Y.1	0,959	0,244	valid
Y.2	0,963	0,244	valid
Y.3	0,967	0,244	valid
Y.4	0,947	0,244	valid
Y.5	0,966	0,244	valid
Y.6	0,953	0,244	valid
Y.7	0,948	0,244	valid
Y.8	0,960	0,244	valid
Y.9	0,963	0,244	valid
Y.10	0,954	0,244	valid

Source: Researcher, 2024

From the table above, it is known that the validity value for each statement from the calculation obtained a higher validity value than the rtable value, which is above 0.244. Therefore, it is concluded that all instruments used are valid.

Reliability Test is a statistical procedure used to measure the extent to which measurement instruments are consistent and reliable in measuring a variable or concept, the results of the reliability test are as follows:

Table. 6 Reliability Test Results

Variable	*Cronbach Alpha*	Reliable Limits	Information
X1	0,970	0,6	Reliable
X2	0,988	0,6	Reliable
Y	0,990	0,6	Reliable

Source: Researcher, 2024

From the table above, it is known that the results of the Cronbach alpha value on each variable value >0.6 So it can be concluded that the statement items / instruments used in each are declared reliable.

The Normality Test is carried out to ensure that the data from each variable to be analyzed is normally distributed, The test technique to be used is the Kolmogorov-Smirnov Test analysis using SPSS. The Kolmogorov-Smirnov test according to the Kolmogorov-Smirnov test serves to test the compatibility between the distribution of observed prices and certain theoretical distrintions:
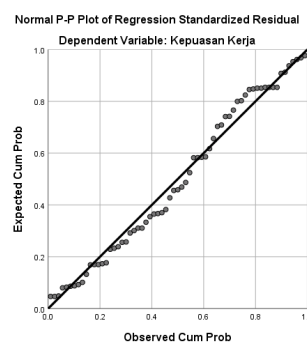
Table. 7 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		65
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	14.52370994
	Absolute	.081

Most Extreme	Positive	.081
Differences	Negative	-.080
Test Statistics		.081
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

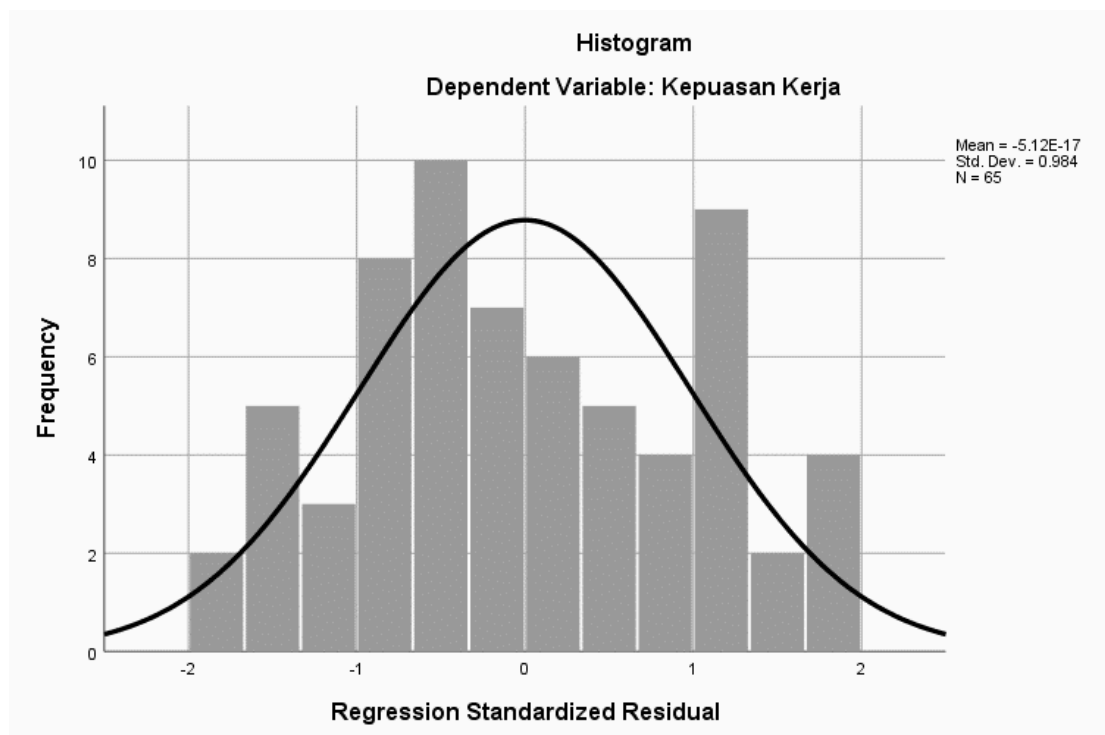Source: Researcher, 2024

Based on the table above, a significant value of 0.200 > 0.05 is obtained which means that the significant value of 0.200 is greater than 0.05 so that it can be stated that the data used in this study are statistically normally distributed. In addition to using the kolmogorov-smirnov test, the normality test can also be seen through the normal P-Plots chart and histogram graph as follows:

Source: Researcher, 2024

Picture. 3 P-Plots Chart

Source: Researcher, 2024

Picture. 4 Histogram Chart

Based on the figure above, the histogram of job satisfaction normality test results has been normally distributed, where the histogram image has bell-shaped lines and has a balanced convexity.

Multicollinearity test is a method used in regression analysis to evaluate the presence and severity of multicollinearity between independent variables. Multicollinearity occurs when there is a strong correlation between two or more independent variables, the results of the multicollinearity test are as follows:

Table. 8 Multicollinearity Test Results

Coefficients[a]			
Type		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership	.568	1.761
	Work Environment	.568	1.761
a. Dependent Variable: Job Satisfaction			

Source: Researcher, 2024

Based on the table above, it is obtained that the VIF value is 1.761 < 10, and the Work Environment 1.761 < 10 can be stated that there are no symptoms of multicollinearity between the variables mentioned above.

The heteroscedasticity test is a test that aims to test in regression models the variance inequality of the residual of one observation-observation to another. To find out whether there is heteroskedesticity in the regression model can be seen through the following scatterplot graph:
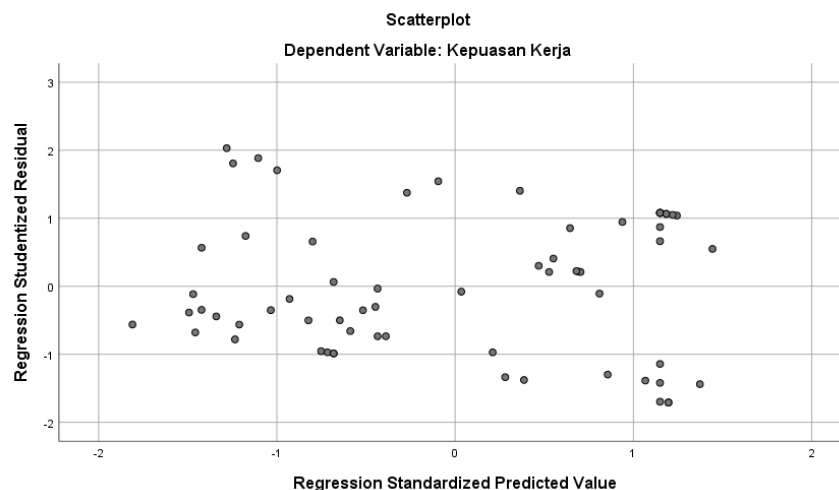
Source: Researcher, 2024

Picture. 5 Scatterplot Heteroscedasticity Test Results

The results of the scatterplots graph above, show that the points spread randomly and are scattered above or below the number 0 on the Y axis. It can be concluded that there is no

heteroskedesticity in the regression model, so the regression model is feasible to be used to predict job satisfaction based on Leadership and Work Environment inputs.

Multiple linear regression tests are used to test whether the independent variable has an influence on the dependent variable simultaneously or partially, following the results of the multiple linear regression test:

Table. 9 Multiple Linear Regression Test Results

Coefficientsa						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.501	4.997		4.303	.000
	Leadership	-.200	.229	-.137	-.874	.386
	Work Environment	.466	.167	.438	2.793	.007
a. Dependent Variable: Job Satisfaction						

Source: Researcher, 2024

$$Y=21.501+--0.200X1+ 0.466X2$$

The constant value of 21.501 states that if the independent variable X1 (Leadership), and the variable X2 (work environment) is considered zero (0), then the value of the dependent variable Y (job satisfaction) is 21.501. The positive value coefficient means that there is a positive relationship between the leadership variable (X1), work environment (X2) and the job satisfaction variable (Y), the higher the value of the work environment to the maximum limit, the higher it will be. It can be concluded that the variable tied to job satisfaction (Y) shows positive results. The value of the regression coefficient X1 (leadership) of -0.200 indicates that every addition of one leadership variable, will decrease job satisfaction by -0.200. The value of the regression coefficient X2 (work environment) of 0.466 indicates that every addition of one leadership variable, will increase job satisfaction by 0.466.

The Partial t test is used to determine whether each independent variable individually affects the dependent variable. The partial test (t) is carried out by comparing the calculated value of each independent variable with ttable with a 5% chance of error (α=0.05):

Table. 10 Partial Test Results t

Coefficientsa				
Type		Standardized Coefficients	t	Sig.
		Beta		
1	(Constant)		4.303	.000
	Leadership	-.137	-.874	.386
	Work Environment	.438	2.793	.007
a. Dependent Variable: Job Satisfaction				

Source: Researcher, 2024

The table above shows the results of the Leadership variable that the tcount < ttable is -0.874 < 1.669 and the significance of 0.386 > 0.05 then it is concluded that H0 is accepted and Ha is rejected meaning that the Leadership variable (X1) does not have a significant effect on job satisfaction of Delia General Hospital employees. The Work Environment variable with a calculated value of > ttable of 2.793 > 1.669 and a significance of 0.007 < 0.05, it is concluded that H0 is rejected and Ha is accepted, meaning that the Work Environment variable (X2) has a significant effect on job satisfaction of Delia General Hospital employees.

The simultaneous F test is used to determine whether all independent variables have the same (simultaneous) influence on the dependent variable:

Table. 11 Simultaneous Test F

ANOVAa					
Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2052.820	2	1026.410	4.714	.012b
Residuals	13500.042	62	217.743		
Total	15552.862	64			
a. Dependent Variable: Job Satisfaction					
b. Predictors: (Constant), Work Environment, Leadership					

Source: Researcher, 2024

The test results found a Fcalculate value of 4.714 > Ftable 2.753 and a significance value of 0.012 < 0.05, this is that H_0 is rejected and H_a is accepted. This means that the variables X_1 (Leadership), X_2 (Work Environment) have a significant effect simultaneously on job satisfaction.

Determination Test (R^2) to measure how far the model is able to explain bound variations. The results of data processing obtained are as follows:

Table. 12 R^2 Determination Test Results

Model Summaryb				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.363a	.132	.104	14.756
a. Predictors: (Constant), Work Environment, Leadership				
b. Dependent Variable: Job Satisfaction				

Source: Researcher, 2024

Based on the table above, it is found that the value obtained by the R number is 0.363. This shows that the independent variable has a relationship of 36.3% between the independent variable and the dependent variable at Delia General Hospital.

While the value of R^2 (R Square) or coefficient of determination is 0.132 or 13.2%, which means that the contribution of the influence of leadership variables and work environment on job satisfaction is 13.2%, while the remaining 86.8% is influenced and explained by other variables that are not included in the research model.

4. Conlusion

Leadership is a way for leaders to influence their subordinates, to be willing to work together and work productively to achieve organizational goals (Hasibuan, 2018) . Leadership is a person who has a certain superiority, so he has the obligation and power to move other organs to make joint efforts to achieve a certain goal Kartono in (Sinurat, 2017) . A leader is responsible for making decisions, creating strategies, organizing teams or groups, communicating vision and goals, providing direction, providing support, solving problems, and managing conflict. More than just taking responsibility, a leader must also be able to understand and appreciate the needs and aspirations of the people he leads and strive to create a positive and productive work climate

Based on the results of the study, it was found that the tcount < ttable was -0.874 < 1.669 and the significance of 0.386 > 0.05 means that partial leadership does not have a positive and significant effect on job satisfaction of Delia General Hospital employees. This is also reinforced by the results of research conducted by (Astuti &; Iverizikinawati, 2018) , where the test results in his research that there is no significant influence of leadership variables on job satisfaction. The results of testing the hypothesis indicate that an increase in leadership value will be followed by an increase in job satisfaction score, but the increase in job satisfaction is not in line with expectations or is too low. In this study leadership is a role model in organizations, therefore change must start from the very top level, namely the leader himself. Therefore, organizations need reformist leaders who are able to be the driving force that drives organizational change.

The work environment is all aspects of work physical, work psychology, and work regulations that can affect job satisfaction and productivity achievement (Sakti, 2019) . Although the work environment does not carry out the production process in an office, the work environment has a direct influence on the employees who carry out the work process.

Based on the results of the study, it was found that the calculated value of the ttable > was 2.793 > 1.669 and the significance of 0.007 < 0.05, it was concluded that H0 was rejected and Ha was accepted, meaning that the Work Environment variable (X_2) had a significant effect on job satisfaction of Delia General Hospital employees. This is reinforced by the results of research conducted by (Irma, 2020) , where the results of the study show that the work environment has a significant effect on job satisfaction. From these results, it means that every increase in the value of work environment variables will be followed by an increase in job satisfaction scores. A good organization, full of enthusiasm and focused on a positive work environment will always consider employees an important part of forming a solid team. In this kind of environment, job satisfaction is not just a goal, but a natural result of healthy interactions between factors. A good working atmosphere is characterized by open and transparent communication. Employees feel comfortable sharing ideas, providing feedback, and addressing issues honestly. Every opinion is valued and heard, creating a sense of belonging in the team.

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