



Relationship of Leadership and Work Environment with Work Satisfaction of Health Personnel at dr. (H.C) Ir. Soekarno Bangka Belitung Islands Province

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ABSTRACT

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The relation between the leadership and work environment so that job satisfaction can be achieved. This study aims to examine the relationship and influence between leadership and job satisfaction, Relationship and influence between the environment and job satisfaction of Health Workers at The Regional General Hospital Dr. (H.C) Ir. Soekarno, Bangka Belitung Province. The research method used is descriptive quantitative. The results showed that is leadership of the hospital director has a strategic role in creating job satisfaction. Similarly, the work environment also has an important role in creating a feeling of comfort and safety so that in the end it creates job satisfaction for health workers at the Dr. (H.C) Ir. Soekarno, Bangka Belitung Province. This shows that existing work environment has a positive and significant effect on the performance of health workers. The creation of a positive relationship between leadership and work environment on job satisfaction cannot be separated from the influence of the situational leadership style carried out by the Hospital Director. In the daily work environment, The Director always provides guidance and direction, and provides socio-emotional support for Health Workers. This condition certainly shows the dynamic leadership style of a hospital director, so as to create a safe and comfortable work environment. Through this study, it can be concluded that leadership in health institutions has a strategic role in creating job satisfaction. Likewise, the work environment has an important role in creating a feeling of comfort, safety, and peace for health workers. In addition, there is also a close relationship between leadership and job satisfaction for Health Workers at the Dr. (H.C) Ir. Soekarno, Bangka Belitung Province.

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1. Introduction

Leadership factors have an important role in determining success in an organization or work device. Bennis and Nanus (2006: 2), leadership is a very important force behind the power of various organizations and that to create an effective organization then the scope of work on what they can achieve, then mobilize the organization to change towards the new vision. Pamudji (1995: 1) explains that leadership is the ability to move and direct people to the goals they want. Furthermore, Harold Koontz and Cyril O' Donel (in Soehandjono, 1981: 15) explain that leadership is the ability possessed by a leadership official to encourage subordinates or followers to work with enthusiasm and confidence..

It can be said that leadership refers to the process, role, and status of a person that allows him to influence, move, mobilize, and control the thoughts, feelings, and behavior of others to be directed according to the goals he has set. This view is in line with the opinion of Sunindhia and Widiyanti (1988: 320) which states that leadership is the art of the ability to influence human behavior and the ability to control people in organizations so that their behavior is in accordance with the behavior desired by organizational leaders.

Looking at the history of its development, Luthans (2006: 639) mentions 3 (three) views on leaders and leadership. First, genetic theory (Genetic Theory), which states that leaders and leadership are determined by



genetic factors (hereditary). Second, the theory that notes the importance of character or personality (Traits Theory). Third, the theory of environmental influence (Behavioral Theory). But regardless of this view, it can be said that everyone has a leadership spirit. This is in line with the opinion of Carnegie (in Sujatno, 2008: 9) which states that there is a leadership spirit in humans..

Each of these leaderships has a function according to their respective organizations or work devices. One of the functions of leadership is to stimulate, guide, and guide, build and give or build work motivations, control the organization, establish good communication networks, provide efficient supervision or supervision and bring followers to the desired goals in accordance with provisions of time and plan (Kartono, 1992:81).

Leadership is the ability or skill of someone who occupies a position as a leader to influence others (especially subordinates), to think and act so that through positive behavior can make a real contribution to achieving organizational goals. A person's leadership capacity and capability is also determined by how much experience and contact he or she has with the environment (Pamudji, 2010: 279).

Likewise, the importance of leadership roles in organizations or institutions in the health sector, one of which is the Regional General Hospital Dr. (H,C) Ir. Soekarno, Bangka Belitung Islands Province. This means that the leader in this case is the Director of the hospital who has an obligation to pay attention to being able to guide, mobilize, and direct all the potential that exists in the health workers at the Dr. (H,C) Ir. Soekarno, Bangka Belitung Islands Province. This becomes important to realize the vision and mission of the hospital that has been set.

Not only that, coaching is also important to be able to create satisfaction and commitment to the institution so that in the end it is able to improve the performance and quality of service to patients and to the community. This is in line with Purwanto's understanding of leadership (1993: 26 in Mugianti, 2016: 8) which explains that leadership as a form of persuasion, an art of fostering certain groups of people, usually through 'human relations' and the right motivation, so that without their fear of cooperating and working hard to understand and achieve all the goals of the organization.

This concept also implies the importance of the role of leadership in order to increase the job satisfaction of health workers at the Dr. Regional General Hospital. (H,C) Ir. Soekarno, Bangka Belitung Islands Province. Bennis and Nanus (2006: 3), say that the role of leadership can be seen from the aspect of the role as a determinant of direction, change agent, spokesperson, and coach. Mugianti (2016: 9) explains that the leader's role consists of interpersonal roles, informational roles, and decisional roles.

Interpersonal roles are behaviors and relationships built by leaders with their subordinates. In this case the role of the relationship between the director and staff as well as health workers in the Dr. Regional General Hospital. (H,C) Ir. Soekarno, Bangka Belitung Islands Province. The role of this relationship is also closely related to the ability of leaders to influence behavior and direct existing health workers towards achieving institutional goals. Second, the role of information relates to the experience and information obtained or obtained by a leader. Some important information related to the institution must be conveyed to all parties in the institution. This role can be part of the disclosure of information carried out by a leader to staff, health workers, and to the community.

The three decision roles. In this case, it relates to the role of leaders in making and making decisions in institutional development efforts. If the leader is able to make and implement these policies well, then the organization will easily achieve its goals, especially the achievement of goals in the hospital's vision and mission. The vision of the Regional General Hospital Dr. (H,C) Ir. Soekarno, the Province of the Bangka Belitung Islands, is "Making the Hospital the best and affordable referral center for the people of the Province who prioritizes Holistic Interprofessional Collaboration-based Services".

Regional General Hospital Dr. (H,C) Ir. Soekarno Bangka Belitung Islands Province is a health institution or institution, one of which plays a role in quality services for the community. To achieve this, of course, must be supported by the competence of health human resources owned. However, this can be realized, of course, must also be supported by job satisfaction from health workers. These conditions can show that the Regional General Hospital Dr. (H,C) Ir. Soekarno Bangka Belitung Islands Province has a strategic role in the formulation of various policies in the health sector. Internally, the Regional General Hospital Dr. (H,C) Ir. Soekarno Bangka Belitung Islands Province has a strategic role in creating a pleasant work environment so as to create job satisfaction. This strategic role will be realized if the rules and policies made and implemented by the Director of the Regional General Hospital, Dr. (H,C) Ir. Soekarno, the Province of the Bangka Belitung Islands, was really able to represent the wishes and needs of the existing

health workers.

Realizing the duties and functions carried out, in the end the Director of the Regional General Hospital, Dr. (H,C) Ir. Soekarno, the Province of the Bangka Belitung Islands, must be able to harmonize his leadership management with the creation of a work environment so that job satisfaction for health workers can be realized. Creating a work environment for health workers is important. Not only related to the leader's relationship with health workers, but also closely related to where the work environment is located.

Regional General Hospital Dr. (H,C) Ir. Soekarno, the Province of the Bangka Belitung Islands, has his address at Jalan Zipur, Air Anyir Village, Merawang District, Bangka Regency or is located on the eastern causeway that connects the city of Pangkalpinang with Bangka Regency. This location is of course very far from residential areas, both far from Air Anyir village and far from Pangkalpinang City. For health workers who finish their night duty, it is certainly very risky on the way home because the road conditions are deserted and dominated by the forest. This condition is very influential on job satisfaction psychologically. Based on this, researchers are very interested in conducting an analysis related to the relationship between leadership and work environment with job satisfaction of health workers at the Dr. Regional General Hospital. (H,C) Ir. Soekarno, Bangka Belitung Islands Province.

2. Method

The research, entitled Relationship of Leadership and Work Environment, with Job Satisfaction of Health Workers at Dr. Regional General Hospital. (H.C) Ir. Soekarno, the Province of the Bangka Belitung Islands, used a descriptive quantitative approach. Quantitative research method is a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses (Sugiyono, 2011: 8). Similar to this opinion, Sudyaharjo (in Tanzeh, 2009: 100) explains that quantitative research is a well-planned and careful method of problem solving, with a tightly structured design, systematically controlled data collection and focused on developing theories that are concluded inductively within the framework of evidence. hypothesis empirically.

Meanwhile, according to Sugiyono (2011: 29) descriptive research is a method that serves to describe or provide an overview of the object under study through data or samples that have been collected as they are, without analyzing and making general conclusions. Relating to this research, the researcher attempts to explain and analyze the relationship between leadership and work environment with job satisfaction of health workers at Dr. General Hospital. (H.C) Ir. Soekarno, Bangka Belitung Islands Province. In addition, researchers also conducted an analysis of the efforts made in optimizing performance so as to create satisfaction for health workers at the Dr. Regional General Hospital. (H.C) Ir. Soekarno, Bangka Belitung Islands Province.

The population in this study were all health workers at the DR. (H.C) Ir. Soekarno, the Province of the Bangka Belitung Islands, totaling 138 health workers. Meanwhile, the sample is part or representative of the population being studied (Arikunto, (2010: 174). In order to produce a sample that is in accordance with the characteristics of the population, the sampling technique used in this study is stratified random sampling. The following is the number of samples from each the group of respondents who came from health workers at the Dr. (HC) Ir. Soekarno Regional General Hospital, Bangka Belitung Islands Province.

Table 1
Number of Samples

No.	Respondent Group	Amount	
		Health workers	Sample
1.	Medical specialist	32	13
2.	General practitioners	22	11
3.	Dentist	3	2
4.	CPNS Nurses/Midwives	22	11
5.	Pharmacy Staff	31	12
6.	Public Health Workers	19	8
7.	Nutritional Power	9	3
	Total number	138	60

Based on the above calculation, the minimum sample that can be taken proportionally is 60 health workers.



The hypotheses of this research are as follows:

1. Ho : there is no relationship between leadership and job satisfaction of health workers.

Ha : there is a significant relationship between leadership and employee job satisfaction health.

2. Ho : there is no relationship between work environment and job satisfaction of health workers.

Ha : there is a significant relationship between the work environment and the job satisfaction of health workers.

3. Result and Analysis

Leadership and work environment are two things that cannot be separated. The leadership model that is built in an institution will certainly have a major influence on the creation of the work environment. In the end, these two things can have a major effect on job satisfaction for staff in an institution, especially job satisfaction for health workers at the Dr. Regional General Hospital. (H.C) Ir. Soekarno, Bangka Belitung Islands Province. Therefore, it can be said that the role of a leader is one of the most important factors to achieve the success of the institution's vision and mission.

This is of course very reasonable, because the leader is a person who has important duties and responsibilities in organizing, directing, controlling subordinates. Therefore, a leader must be able to grow and develop all the best in his subordinates. The goal is none other than for subordinates to be able to perform and innovate for their own progress and the progress of their institutions.

3.1 Analysis of Instrument Trial Results

This study was conducted to test the validity and reliability of 30 respondents in the work units at the Regional General Hospital Dr. (H.C) Ir. Soekarno, Bangka Belitung Islands Province. Sugiyono (2000: 109) explained that the instrument reliability testing was carried out using the internal consistency method with the split half method technique.

Judging from this research, in testing the reliability of each of the dimensions carried out, namely leadership, work environment, and job satisfaction, several invalid statements were found, namely if the reliability in detail will be explained below:

a. Leadership Variable

Judging from the calculation of the validity of the leadership variable, it can be seen in Appendix 3 which shows that of the 20 proposed statements, there are 18 kinds that have a correlation greater than 0.430. This indicates that the 18 kinds of statements provided can be included in this study. Meanwhile, two question items with a correlation value below 0.310 were excluded from this research questionnaire.

In addition, instrument reliability testing was also carried out using the halving method (Spearman Brown) on 18 statement items and $n = 30$. The results of the halving measurement on this leadership variable can then be seen in Appendix 4. If measurement I is X and measurement II is Y, then by calculating the product moment correlation technique, the correlation between hemisphere I and hemisphere II (r_b) is obtained.

$$r_b = 0,936$$

The next step using the Spearman Brown formula can be calculated internal reliability below:

$$r_1 = \frac{2 \cdot r_b}{1 + r_b} = \frac{2 \cdot 0,936}{1 + 0,936} = 0,967$$

Seeing the results of the calculation above, the reliability of the leadership instrument = 0.967. When viewed from trials on leadership instruments, the results are valid and reliable for 19 kinds of statements. Thus it can be said that the instrument can be used for measurement in research data collection.

b. Work Environment Variables

Based on the calculation results of the validation test on the work environment variables, it can be seen in Appendix 5. From the results of these calculations it was found that from the 14 kinds of statements submitted there were 4 kinds of statements that had a correlation value below 0.467. This shows that the 4 kinds of statements cannot be included in the research statement. Thus, there are 10 kinds of statements that can be included in this research statement.

Furthermore, the instrument reliability test was carried out using the halving method on 10 kinds of statements and $n = 50$. Meanwhile, the results of the halving measurement of the work environment variables

are presented in Appendix 6. If measurement I is X and measurement II is Y, it is carried out using the product correlation technique. moment, then the results of the correlation between hemisphere I and hemisphere II (rb) are:

$$r_b = 0,949$$

Next, using the Spearman Brown formula, the internal reliability can be calculated as follows:

$$r_1 = \frac{2 \cdot r_b}{1 + r_b} = \frac{2 \cdot 0,949}{1 + 0,949} = 0,973$$

Based on the results of the calculation of the internal reliability, it can be said that the reliability of the work environment instrument = 0.973. These results mean that the instrument testing conducted is valid and reliable on 10 kinds of statements. Therefore, the instrument can be used as a measurement in data collection.

c. Job Satisfaction Variable

The calculation of the validity test on the job satisfaction variable can be seen in Appendix 7. From the results of the validity test carried out, it shows that of the 14 kinds of statements submitted, all have a correlation greater than 0.328. This figure shows that all existing statements can be included in this research.

Seeing this, the instrument reliability testing was carried out using the halving method on 14 kinds of statements and n = 30. Meanwhile, the results of the tabulation of the halved measurement score on the job satisfaction variable can be seen in appendix 8. I is X and measurement II is Y, then through the product moment correlation technique, a correlation is produced between hemisphere I and hemisphere II (rb), namely:

$$r_b = 0,744$$

Next, using the Spearman Brown formula, the internal reliability can be calculated as follows:

$$r_1 = \frac{2 \cdot r_b}{1 + r_b} = \frac{2 \cdot 0,744}{1 + 0,744} = 0,853$$

It can be said that the reliability of the work skills instrument = 0.853 and this figure shows that the instrument testing carried out is valid and reliable on 14 kinds of statements, so that the instrument can be used for measurement in the research data collection process.

3.2 Field Result Analysis

The analysis of the independent variables in this study are the leadership variables, and the work environment. These two variables will be explained as follows:

a. Leadership Variable

The analysis of leadership variables in this study was seen from the ability of a leader, in this case the ability of the Director of the Regional General Hospital, Dr. (H.C) Ir. Soekarno, the Province of the Bangka Belitung Islands, in carrying out his leadership management of the existing staff or health workers. This becomes important to be able to create a pleasant and relaxing work environment, so that in the end it can create job satisfaction for hospital health workers. Therefore, to create the expected goals, it is necessary to have an element of leadership in the hospital.

Based on the research results obtained from the responses of 60 respondents to the leadership can be seen in table 2 below.

Table 2
Respondents' Responses to Leadership

No.	Respondents Response	N	Σn	%
1.	Very low	9	0,9	1,5%
2.	Low	25	2,5	4,17%
3.	Currently	41	4,1	6,83%
4.	Tall	441	44,1	73,5%
5.	Very high	84	8,4	14%
	Amount	600	60	100%

Viewed from table 2, it can be explained that 73.5% of respondents stated that leadership has a high influence. While as many as 14% of respondents stated that leadership has a very high influence. This means that 87.5% of respondents from health workers at the Regional General Hospital Dr. (H.C) Ir. Soekarno of the Bangka Belitung Islands Province stated that leadership from superiors has a strategic role in creating job satisfaction. The respondent's responses indicate that the leadership style implemented at the Regional General Hospital Dr. (H.C) Ir. Soekarno, Bangka Belitung Islands Province, has a positive effect on job



satisfaction for health workers. This is quite reasonable, because the leadership style can determine the approach that will be used by the leader in directing his staff or in this case the hospital health personnel to achieve the goals that have been set. Thus, if the right leadership style is applied, it will have an impact on job satisfaction for health workers.

The importance of leadership is closely related to the level of communication, division of tasks and responsibilities, the ability of leaders to guide, and the creation of safe and conducive working conditions or situations. In line with this, Siagian (1991: 2) states that leadership is the ability and skill of a person who occupies a position as the leader of a work unit to influence the behavior of others, especially his subordinates, to think and act in such a way that through positive behavior he makes a real contribution to the achievement of goals. organization goals.

b. Work Environment Variables

This work environment is an internal factor that can affect the performance of human resources (Sofyandi, 2008: 38). If a good work environment is created, it will not only be able to support and get support for the implementation of tasks and work productively by hospital health workers. More than that, the creation of a good work environment will certainly be able to provide security and comfort for health workers in carrying out their daily duties. In the end, this will create satisfaction in every health worker.

The following results are based on the responses by 60 respondents from hospital health workers to the work environment, shown in table 3 below.

Table 3
Respondents' Responses to the Work Environment

No.	Respondents Response	N	Σn	%
1.	Very low	13	1,3	2,17%
2.	Low	58	5,8	9,67%
3.	Currently	92	9,2	15,33%
4.	Tall	332	33,2	55,33%
5.	Very high	105	10,5	17,5%
	Amount	600	60	100%

Based on table 3 above, it can be explained that 17.5% of respondents stated that the work environment plays a very important role in creating job satisfaction for health workers. Meanwhile, 55.33% of respondents stated that the work environment plays an important role in achieving job satisfaction in hospitals. Thus it can be explained that the responses of 72.83% of health workers respondents indicate that the work environment has an important role in creating a feeling of comfort and security so that in the end it creates job satisfaction for health workers.

It can be said that the existing work environment has been shown to have a positive and significant effect on the performance of health workers at the Dr. Regional General Hospital. (H.C) Ir. Soekarno, Bangka Belitung Islands Province. This condition also shows that the better and more comfortable the working environment in the hospital, the higher the job satisfaction for the staff, especially in this case is for health workers. This is reinforced by the opinion of Rivai and Sagala (2009, in Sugiono and Pratista, 2018) which explain that a healthy, safe, and comfortable work environment can increase employee productivity, because a work environment with the criteria as mentioned will create a sense of pleasure in yourself. employee.

3.3 Statistical Data Analysis

In order to analyze the variables of leadership and work environment using Likert scale data. It can be explained that the average value of the leadership variable is 72 with a standard deviation of 1.96. Meanwhile, the average work environment variable is 53 with a standard deviation of 2.67.

a. Analysis of the Relationship Between Leadership and Job Satisfaction

Analyzing the relationship between leadership variables (independent variable) and job satisfaction (dependent variable) is carried out through two approaches, namely using simple bivariate correlation with product moment correlation techniques and using the partial correlation method with other independent variables that will be controlled so as not to affect the relationship.

Seeing this, the hypothesis of this research was formulated, namely:

Ho : there is no relationship between leadership and job satisfaction of health workers.

Ha : There is a relationship between leadership and job satisfaction of health workers.

The following is the correlation matrix of leadership variables on job satisfaction of health workers, which is presented in table 4 below.

Table 4
Correlation Between X1 Against Y

Description		Job satisfaction	Leadership
Pearson Correlation	Job satisfaction	0,651	1000
	Leadership	0,651	1000
N	Job satisfaction	60	60
	Leadership	60	60

Based on table 4, it can be seen that there is a simple correlation explanation used to analyze respondents' perceptions. Through this analysis, it can be seen the relationship between the leadership variable and job satisfaction for health workers with a significance of 0.001. This significance number is less than 0.05 (Sugiyono, 2000: 1. Therefore, the Ho hypothesis is rejected and the Ha hypothesis is accepted. The results can be stated that there is a very significant relationship between leadership and job satisfaction for health workers in hospitals. Regional General Dr. (HC) Ir. Soekarno Bangka Belitung Islands Province.

Judging from the value of the correlation coefficient, which is 0.651, then if you look at the guideline table in giving the interpretation of the correlation coefficient at the level of the relationship between leadership and job satisfaction, it can be classified into a high category, which is in the interval 0.60-0.779. This category indicates that the higher the level of leadership of a leader, the higher the level of satisfaction achieved by health workers at the Regional General Hospital Dr. (H.C) Ir. Soekarno, Bangka Belitung Islands Province. In other words, a person's shrewdness or expertise in leading will be able to influence and be able to change the personality of existing health workers.

One example is at the Regional General Hospital Dr. (H.C) Ir. Soekarno, the Province of the Bangka Belitung Islands, namely the ability of the leader to arrange the hospital in accordance with the uniqueness of the regional culture, to be able to create a comfortable and calm atmosphere. This can then be a driving factor in increasing the satisfaction of health workers with their leaders. Analysis of the Relationship Between Work Environment and Job Satisfaction

Analyzing the relationship between work environment variables (independent variable) and health worker job satisfaction (dependent variable) through simple bivariate correlation with product moment correlation techniques, the hypothesis of this study was formulated, namely as follows.

Ho : there is no relationship between work environment and job satisfaction health.

Ha : There is a relationship between the work environment and job satisfaction of health workers.

Meanwhile, the correlation between work environment and job satisfaction of health workers can be seen in table 5 below.

Table 5
Correlation Between X2 Against Y

Description		Work environment	Job satisfaction
Pearson Correlation	Job satisfaction	1000	0,683
	Work environment	1000	0,683
N	Job satisfaction	60	60
	Work environment	60	60

Based on table 5, it can be explained that a simple correlation to analyze respondents' perceptions has a close relationship between the work environment variable and the health worker job satisfaction variable. The relationship between the two has a significance of 0.001 or less than 0.05. Therefore, it can be decided that the Ho hypothesis is rejected and the Ha hypothesis is accepted.

This hypothesis proves that there is a significant relationship between the work environment (X2) on the job satisfaction of health workers (Y) at the Dr. Regional General Hospital. (H.C) Ir. Soekarno, Bangka Belitung Islands Province. A significant relationship to the two variables has a correlation coefficient of 0.683. Therefore, when viewed from the table of guidelines for giving as suggested by Sugiyono (2000: 149), the level of relationship between the work environment and job satisfaction of health workers is in the high category, ie between the interval 0.60-0.799.



This category means that the more comfortable the work environment created in the hospital is, the higher the level of job satisfaction created by health workers. Satisfaction of these health workers can of course have an impact on increasing achievement and achieving hospital goals that have been set. This is evident from the rapid development of hospital construction equipped with sophisticated equipment, the availability of restaurant cafes, automated teller machines (ATMs) in the hospital lobby, and the improvement of health services. Not only that, there is also a typical house from the Bangka Belitung Islands which not only functions as a medical equipment room, but also functions as a photo spot for visitors who come to the hospital.

In 2000, the construction of the Regional General Hospital Dr. (H.C) Ir. Soekarno, the Province of the Bangka Belitung Islands, is increasingly showing its development. This can be seen from the success of the construction of the Covid-19 Infection and Quarantine Hospital, Dr. (H.C) Ir. Soekarno, Bangka Belitung Islands Province. The hospital's presence aims to reduce the density of confirmed Covid-19 patients. On the other hand, medical and health workers can treat patients who are confirmed positive in accordance with Covid-19 handling standards.

b. Analysis of the Relationship Between Leadership and Work Environment With Job Satisfaction of Health Workers

Simultaneous multiple regression method is the method used in calculating the contribution of the variables from 2 predictors. There is also a stepwise backward inclusion method used to select the predictor that has the largest variant contribution to job satisfaction for health workers. There are at least two steps taken in choosing a predictor, namely choosing the best predictor and choosing another predictor whose function is to be added to the best predictor that still contributes variately to job satisfaction.

Furthermore, multiple correlation analysis (multi variate correlation) was conducted to determine the relationship between two independent variables (leadership and work environment) and one dependent variable (health worker job satisfaction). This correlation aims to predict the value of the dependent variable Y (health worker job satisfaction) based on the results of the measurement of the leadership correlation (X1) and the work environment (X2) simultaneously. The following is the formula with the multiple correlation calculation method used in seeing the relationship between the two variables (Sugiyono, 2000: 157).

$$r_{yx1.x2} = \frac{ryx_1 - ryx_2 \cdot rx_1x_2}{(1 - ryx_2)^2 \cdot (1 - rx_1x_2)^2}$$

Information:

$r_{yx1.x2}$: correlation of variables Y and X1 with controlled variables X2.

ryx_1 : correlation of variable Y with variable X1.

ryx_2 : correlation of variable Y with variable X2.

rx_1x_2 : correlation between variable X1 and variable X2.

In connection with this study, an adjustment was made to the research question, namely whether the leadership variable (X1) and the work environment variable (X2) simultaneously had a relationship with the job satisfaction of health workers at the Regional General Hospital Dr. (H.C) Ir. Soekarno, Bangka Belitung Islands Province? If the analysis is carried out using the method proposed by Sugiyono (2000: 157), then the multiple correlation coefficient ($r_{y X1.X2}$) is 112.485. This correlation coefficient has a significance of 0.0001 or it can be said to be smaller than 0.005.

This condition shows that H_0 is rejected and H_a is accepted. That is, there is a significant relationship between leadership, work environment simultaneously with job satisfaction of health workers in hospitals. Thus it can be said that leadership is one part that can affect the level of job satisfaction for health workers. Salary is the main thing discussed in a job. The suitability of salary with work is one of the determining factors of job satisfaction created. Meanwhile, job promotion and supervision are hopes for everyone who has worked for a long time and has done an optimal job in an institution. Likewise with health workers, the various tasks and services that have been carried out certainly want a job promotion or promotion. This is also a trigger for enthusiasm and optimism for health workers to continue to serve and work in hospitals.

3.4 Relationship Of Leadership And Work Environment With Job Satisfaction For Health Workers

Each existing leader certainly has a different leadership style in leading in his institution. This leadership style is one way that is applied by a leader in certain conditions. Rivai and Mulyadi (2012: 42) explain that leadership style is a set of characteristics used by leaders to influence subordinates so that

organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader.

Based on the analysis conducted, the leadership style applied by the Director of the Regional General Hospital, Dr. (H.C) Ir. Soekarno Bangka Belitung Islands Province is a situational leadership style. According to Hersey and Blanchard (in Thoha, 1994: 277), situational leadership is based on the interrelationships between the following:

- a. The number of directions and directions given by the leadership.
- b. The amount of socio-emotional support provided by the leadership, and
- c. The level of readiness or maturity of followers shown in carrying out specific tasks, functions or goals.

Based on this relationship, it can be said that the application of situational leadership style carried out by the Director of the Regional General Hospital, Dr. (H.C) Ir. Soekarno, the Province of the Bangka Belitung Islands, was very appropriate. Associated with these three relationships, it can be explained: first, for health workers in hospitals, instructions and directions from the leadership are important. The greater the number of instructions and directions, the better for health workers, so errors (malpractices) can be avoided while on duty.

Second, judging from the location of the hospital which is far from urban areas and community settlements, socio-emotional support becomes important for health workers. Social support is related to the support for the fabric of social interaction that must be established, both between health workers, non-health workers, to patients and their families. While emotional support is related to providing motivation for health workers, both motivation in self-development and achievement as well as motivation in carrying out work, even though the distance is quite far and at night in a quiet atmosphere and part of the road to the city center is still available with street lights.

Third, the amount of socio-emotional support provided by the director of the hospital is able to form readiness or maturity for health workers. The location and distance traveled in the end do not become a burden or obstacle for health workers to carry out their duties and functions in providing health services to the community. The existing limitations are actually a challenge for health workers to be able to advance or develop to improve performance.

Performance in this case can be said as the level of achievement of the implementation of an activity or program or policy in realizing the goals, objectives, mission, and mission of the hospital. It is not surprising then that it is stated that the situational leadership style is the most effective leadership style that varies with employee readiness which defines it as an employee's desire to excel, willingness to take responsibility, task-related abilities, skills, and experience. Goals and knowledge of followers are important variables in determining an effective leadership style (Thoha, 1994: 277).

This dynamic situational leadership style is then able to create a safe and comfortable work environment every day. A family-based work environment is able to create enthusiasm and joy at work. In the end, this has an impact on optimizing health services (prime service) to the community.

It is through this performance improvement that in 2021 the Regional General Hospital Dr. (H.C) Ir. Soekarno, the Province of the Bangka Belitung Islands, was able to increase the hospital's accreditation from C to B predicate. The hospital accreditation was carried out by the Hospital Accreditation Committee (KARS) together with the hospital management team. The increase in hospital accreditation itself aims to improve quality and safety for patients. The focus on improving quality and safety is not only part of the service, but also all units in the hospital must be involved. In accordance with the legislation in the health sector, accreditation is carried out every three years.

Through this performance improvement, it can also be said that the Regional General Hospital Dr. (H.C) Ir. Soekarno, the Province of the Bangka Belitung Islands, was able to achieve the desired goal. This is because the health workers at the hospital have believed that every individual ability of the health workers has high motivation, knowledge, and job satisfaction. On the other hand, the rapid development and development in the Dr. Regional General Hospital. (H.C) Ir. Soekarno, the Province of the Bangka Belitung Islands, became a sign that the Director of the hospital with the leadership style he applied had succeeded in managing and managing the hospital well.

Viewed from the management side, leaders also cannot be separated from activities in directing and mobilizing health workers to achieve optimal performance. It is evident that the situational leadership style applied by the Director of the Regional General Hospital, Dr. (H.C) Ir. Soekarno, the Province of the Bangka Belitung Islands, made health workers able to achieve maximum and excellent performance. Therefore, the



application of the right leadership style by the Director of the hospital also has the impact of increasing the participation of health workers. This increased participation has an important role in building the minds and emotions of health workers. This is quite reasonable, because health workers will tend to feel involved by the Director of the hospital. The end point is to be able to create a work environment and job satisfaction for health workers. This is because health workers feel that they are considered or recognized by the institution where they work and are even given the responsibility to be involved in decision making.

4. Conclusion

Based on the results of research and testing of the hypotheses proposed in this study, it can be concluded that:

- a. There is a relationship between leadership and job satisfaction, it is seen that leadership has an important relationship in creating job satisfaction for health workers at the Regional General Hospital Dr. (H.C) Ir. Soekarno, 73.5% of Bangka Belitung Islands Province stated that leadership has a high relationship. Meanwhile, 14% stated that leadership had a very high relationship. This means that the higher the leadership role (X1), the job satisfaction (Y) of health workers at the Dr. (H.C) Ir. Soekarno is increasing.
- b. There is a relationship between the work environment and job satisfaction, which is 55.33% stating that the work environment has an important relationship and 17.5% agree that the work environment has a very important relationship with job satisfaction. This means that the work environment (X2) plays an important role in achieving job satisfaction (Y) at the Dr. (H.C) Ir. Soekarno. Thus, it can be proven that the working environment in the hospital has a positive effect on the job satisfaction of health workers at the Dr. Regional General Hospital. (H.C) Ir. Soekarno, Bangka Belitung Islands Province.
- c. There is an important relationship between leadership and work environment with job satisfaction. Through this analysis, it is found that the more dynamic the leadership style created, the more comfortable the hospital work environment will be. This will create a high level of job satisfaction for health workers.

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