

# Impact of the Organizational Environment and Leadership Style on Job Satisfaction of Medical Record Distribution Officers

(Prime Hospital Case Study)

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## Abstract

This study aims to determine the effect of the work environment and leadership style on employee job satisfaction at Prima Hospital, medical record division. This research uses a descriptive verification approach, and 91 employees were sampled using multiple regression analysis assisted by SPSS 23 software. The primary data of this study were obtained from questionnaires and interviews. While secondary data is obtained through records and publications as well as literature. The results showed that there was an influence between work environment variables and leadership style on employee job satisfaction at Prima Hospital, medical record division. The influence of the work environment has an influence on employee job satisfaction so that employees are committed and loyal to the organization. Meanwhile, a good leadership style can increase employee job satisfaction. This is also evidenced by the Adjusted R Square value of 0.571 or 57.1%.

**Keywords:** Organizational environment, Leadership style, Job satisfaction

## 1. Introduction

In the face of competitive business competition, both in the manufacturing and service sectors, it requires every organization to manage its resources well so as to produce a competitive advantage (Wei, H and Sewell, K, 2018). The sustainable profitability of an organization will depend on the job satisfaction of the workforce and organizational commitment. So that in the end, employee job satisfaction can increase motivation, performance, and reduce high turnover. According to Bakoti, D (2016) Job satisfaction is an employee's attitude about his work towards the organization where he does the work. Hoboubi, N et al (2017) state that job satisfaction is highly correlated with the salary received, benefits, recognition, promotions, co-workers, management support, working conditions, leadership style, etc. bohlander,

**Table 1. Factors that affect employee satisfaction**

Factor	Percentage
Compensation	19%
Facilities and infrastructure	9%
Leadership style	32%
Organizational culture	25%
Work environment	15%
Source: Bohlander, S (2013)	

In addition to the organizational environment, the leadership behavior of managers also plays an important role in shaping employee job satisfaction for employees (Snell, B, 2013). This is because leadership is seen as a management function related to social interaction (Ratnasari, S and Sutjahjor, G, 2019), especially in the hospital health service

industry. The hospital sector is one of the organizations engaged in health services to meet public health needs (Hoboubi, N and Choobiner, A, 2017). The research of Gandolfi, F and Stone (2018) states that leadership style has a positive relationship to employee job satisfaction. Likewise, the research of Wei, H and Sewell, K (2018) which states that the organizational environment also has a relationship with job satisfaction. Both studies show that two variables (environment and leadership) are one of the factors that can affect employee job satisfaction in the organization. However, these two studies did not examine the service sector, especially hospitals. In addition to this, it is also seen that the absenteeism of employees at Cibabat Hospital, especially in the medical records division, has decreased every quarter.

**Table 2. Employee absenteeism**

Month	Worker's attendance			Amount
	Permission	Sick	Without explanation	
Quatra I 2020	10	12	13	35
Quatra II 2020	5	10	11	26
Quarter III 2020	10	9	14	33
Source: Prima Hospital employee attendance (2020)				

Based on the data obtained, the performance of Prima Hospital employees in the medical record division can be said to be low and has decreased. This also means that employee job satisfaction has decreased. In the hospital industry, satisfied employees will be committed to providing better care (Mira, M and Choong, Y, 2019). However, employee satisfaction will greatly decrease and even disloyal if there is an environment and leadership

style that is not good in the organization. Based on the background, this study was proposed to determine the extent of the influence of the environment and leadership style on employee job satisfaction in the health services sector of Hospital X, especially in the medical records division. This paper is structured as follows:

## Literature Review and Hypothesis Development

### Organizational Environment

According to Hoboubi, N et al (2017) one of the factors of a person's satisfaction in an organization can be influenced by the environment in which he works. Wei, H and Sewell, K (2018) define that the work environment is something that exists around workers that can affect them in carrying out assigned tasks. The work environment is an important component when employees carry out their work activities (Kurniawati, K and Ramly, M, 2019). By paying attention to a good work environment or creating working conditions that are able to provide motivation, it will have an influence on employee performance at work, and this is what makes employees feel satisfied with their work. This definition means that the work environment is something that is around employees that can have an influence on work. Loan, L, T (2020) mentions that in general the work environment is divided into two, namely the physical and non-physical work environment. What is meant by physical work environment are all physical conditions that exist around the workplace. What is meant by a non-physical work environment are all circumstances that occur where this is related to work relationships, both with superiors and with fellow co-workers. In this study, the authors focus on the non-physical work environment. This is because the relationship between colleagues or superiors and subordinates dominates in providing job satisfaction to employees. This is also reinforced by the research of Kurniawaty, K (2019) that the non-physical work environment has an influence on employee satisfaction in an organization. T (2020) states that in general the work environment is divided into two, namely the physical and non-physical work environment. What is meant by physical work environment are all physical conditions that exist around the workplace. What is meant by a non-physical work environment are all circumstances that occur where this is related to work relationships, both with superiors and with fellow co-workers. In this study, the authors focus on the non-physical work environment. This is because the relationship between colleagues or superiors and subordinates dominates in providing job satisfaction to employees. This is also reinforced by the research of Kurniawaty, K (2019) that the non-physical work environment has an influence on employee satisfaction in an organization. T (2020) states that in general the work environment is divided into two, namely the physical and non-physical work

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### H1. Work environment affects employee job satisfaction

#### Leadership Style

Gandolfi, F and Stone (2018) argue that leadership style in an organization is very important as a process of influencing people so that they try with their own will and spirit to achieve goals. Leadership style is seen as a combination of various characteristics, traits and behaviors used by leaders to interact with their subordinates. Dewi, N (2020) considers leadership as a pattern related to managerial behavior, which is designed to integrate organizational or personal interests and effects to achieve organizational goals. Alblooshi, M (2020) leadership styles can be categorized into four categories, namely autocratic, democratic, laissez faire, and toxic leadership styles. Nguyen et al (2017) argue that a leader must need a deep understanding of the role of people in organizational success (Gandolfi & Stone, 2016). The leader is someone who has a role in influencing every employee or subordinate. According to Loan, L (2020) a leader must be able to give confidence to subordinates with the abilities they have to be able to create a good work, and give appreciation for every result achieved so that employees have a sense of confidence in carrying out each task given. Research by Alblooshi, M and Shamsuzzaman (2020) states that leadership style in organizations has an influence on employee satisfaction in an organization. The leader is someone who has a role in influencing every employee or subordinate. According to Loan, L (2020) a leader must be able to give confidence to subordinates with the abilities they have to be able to create a good work, and give appreciation for every result achieved so that employees have a sense of confidence in carrying

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### H2. Leadership style affects employee job satisfaction

#### Employee Job Satisfaction

Job satisfaction is the emotions and feelings that a person has about their work (Moses and Fred, 2018). Job satisfaction has a correlation with retention and performance. According to Sree, R and Satyavathi (2017) Job satisfaction has been recognized as a variable in explaining organizational performance and employee turnover intentions. According to Dousin, O and Collins (2019), one of the factors responsible for job satisfaction and dissatisfaction is the management of the company itself and the ability of managers to identify the factors of a high turnover rate. The good and bad of a job are likely to contribute to the development of feelings of satisfaction or dissatisfaction of employees in doing their jobs. Hoboubi, N (2017) mentions job satisfaction or dissatisfaction is based on factors that revolve around the environment, culture, and leadership style in the organization. Loan, L (2020) states that the organizational environment and leadership style greatly affect employee satisfaction. In the end, this results in high turnover and has an impact on employee job satisfaction.

H3. Work environment and leadership style affect employee job satisfaction

#### Research Conceptual Framework

Sources: Kurniawati, K, Ramly, M (2019); Alonderienen, R (2016)

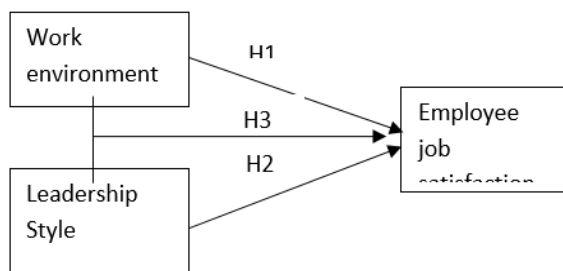


Figure 1. Conceptual framework

## 2. Research Methods

This research was conducted with a quantitative

approach. In this study, 91 samples consisting of hospital employees in the medical records division were selected as samples. The sampling method used purposive sampling technique. The primary data used in this study were data collected through questionnaires and interviews with related parties. Meanwhile, secondary data were collected from several journal publications and textbooks. Analysis of the data used is descriptive statistical analysis verification by adopting multiple linear regression analysis technique using SPSS 25 software.

## 3. Results and Discussion

Data from the responses of 91 respondents showed that the results were obtained as follows

Respondent Profile		Percentage
Gender	Man	15%
	Woman	85%
Age	20-30 yrs	60%
	31 - 40 yrs	25%
	> 40 yrs	15%
Education	S2	-
	S1	35%
	D3	65%
marital status	Single	27%
	Married	65%
Data processed: 2020		

Based on the table above, it is found that there are more women than men by 85%. Based on the age of the respondent, there are more ages in the range of 20 to 30 with a gain of 60%, this indicates that this age is a productive age. As for education, the average respondent has a d3 education with an acquisition of 65%.

## 4. Descriptive Analysis

Variable	Minimum	Maximum	Average	Information
Work Environment (X1)	1	5	4.04	Well
Leadership Style (X2)	2	5	3.94	Well
Job Satisfaction (Y)	1	5	3.98	Well

#### Source

Based on the results in table 4, it shows that the respondents in this study have a good perception. The results of the average value of questions about the work environment is 4.04, leadership style 3.94 and satisfaction 3.98. This shows that each research variable gets a good score.

#### Validity test

Test the validity of each variable seen in. Table 4, which shows that each statement is valid

Table 3 Reliability test

Table 3. Profile of Respondents 2				
Variable	Statement	R count	R table	Information
Work environment	X1.1	0.613	0.3	Valid
	X1.2	0.537		
	X1.3	0.645		
	X1.4	0.501		
Leadership Style	X2.1	0.628	0.3	Valid
	X2.2	0.548		
	X2.3	0.543		
	X2.4	0.512		
Employee Job	Y1.1	0.651	0.3	Valid
	Y1.2	0.587		
	Y1.3	0.573		
Data processed: 2020				

The reliability test on each variable shows that the statement items are reliable

Table 6. Reliability test		
Variable	Cronbach Alpha (>0.70)	Information
Work environment	0.736	Reliable
Leadership Style	0.873	Reliable
Employee Job Satisfaction	0.845	Reliable
Data processed: 2020		

Multicollinearity Test

Based on the results of the SPSS output, it can be seen that the value indicates that there is no problem in terms of multicollinearity between variables, this can be seen in the table below:

Table 6 Multicollinearity			
Coefficientsa			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work environment (X1)	.653	1,642
	Leadership Style (X2)	.851	1,721
	a. dependent variable: Employee job satisfaction (Y)		
Data processed: 2020			

Coefficient of Determination Test

Table 7 Coefficient of Determination Test				
Model Summaryb				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,789a	,623	,571	,341
a. Predictors: (Constant), Work environment, Leadership style				
b. Dependent Variable: Employee job satisfaction				

Table 7 above shows the value of the Adjusted R Square of 0.571. These results mean that there is an effect of 57.1% of the work environment, leadership style on job satisfaction of Prima Hospital employees in the medical record division, and the remaining 42.9 are other variables not discussed in this study.

Goodness of Fit Test

Goodness of fit test using the F statistical test on the research model using the SPSS for Windows application, the results are shown in the table. From the table the results of the F test are obtained at 0.720 with a significance level of 0.000. Because the significance value obtained is 0.000 < 0.05, it can be

concluded that the model has met the requirements of Goodness of fit. Thus, the model can be used.

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + eF_{hitung}$$

Table 8 Goodness of Fit Test Results					
Anovaa					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,857	2	2,928	,720,000b
	Residual	202,463	47	4,308	
	Total	208,320	49		
a. Dependent Variable: Employee Job Satisfaction (Y)					
b. Predictors: (Constant), Leadership Style (X2), Work Environment (X1)					

Multiple Regression Analysis

Based on the calculation results obtained, it can be seen that the results of multiple regression analysis testing can be seen in the table below:

Table 9 Multiple regression analysis						
Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.463	2,485		8,274	,000
	Work environment	,221	,160	,126	1,821	,007
	Leadership Style	,408	,148	,296	1,734	,017

Constant: Employee job satisfaction

Data processed: 2020

Based on the results of the calculation, the constant value (a) is 20.563 and the work environment variable value is 0.221 and the leadership style variable value is 0.308. Thus, the regression equation is obtained as follows:

$$Y = 21,463 + 0,221X_1 + 0,408X_2$$

This shows that the work environment and leadership style have an effect on job satisfaction of Prima Hospital employees in the medical record division.

Kolmogorov-Smirnov . Normality Test

Normality test is used to determine whether the data in the study are normally distributed or not.

Table 10 Kolmogorov-Smirnov . Normality Test Results		
One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		89
Normal Parameters ab	mean	,0000000
	Std. Deviation	2.03251846
Most Extreme Differences	Absolute	,083
	Positive	0.052
	negative	-,083
Test Statistics		,083
asympt. Sig. (2-tailed)		,200c,d
Data processed: 2020		

Based on table 10 above, the Kolmogorov-Smirnov normality test shows that the significance value is 0.200 > 0.05. So it can be concluded that the data is normally distributed.

## 5. Discussion

From the results of the Goodness of Fit test or F test, it can be seen that the Fcount value is 4.720 > Ftable of 3.103, so it is known that the two independent variables, namely the work environment (X1) and leadership style (X2) have a significant effect on employee job satisfaction (Y).

From the results of the multiple regression test, the following equation is obtained:

$$Y = 21,463 + 0,221X_1 + 0,408X_2$$

### It means

Hospital Employee Job Satisfaction was obtained at 21.463, the amount of which was not influenced by the variables of the work environment and leadership style. However, the magnitude is influenced by other variables outside the model.

The work environment variable has an influence on the job satisfaction of hospital employees by 32.1%. However, the work environment that occurs in this study will have a negative effect on job satisfaction of hospital employees. This is because there are often emotional conflicts that can change the employee's view of the leadership in the hospital.

The leadership style variable has an influence of 40.8% on the job satisfaction of hospital employees. This means that a good leadership style will increase the job satisfaction of hospital employees.

## 6. Conclusion

Based on the results of the F test, it can be seen that both organizational environment variables and leadership style have a significant effect simultaneously on Y (Employee Job Satisfaction).

Based on the results of the multiple regression test, it is known that the independent variables consisting of work environment and leadership style have a partial influence on employee job satisfaction at Prima Hospital. Good work environment and leadership style have a positive influence on employee job satisfaction.

### Suggestion

For hospital employees Prima medical records division, work environment and leadership style can have an impact on employee job satisfaction. Therefore the management or organization must build an environment and leadership style must be built with values that can have a positive effect so that employees can give positive feedback to the hospital. For hospitals, in addition to efforts to build a good environment, the leadership style variable must show good attitudes and figures so that employees can provide maximum performance to the hospital as a result of job satisfaction that has been fulfilled.

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