

CHAPTER I

INTRODUCTION

1.1 Background of Studies

The Covid-19 pandemic has not only affected the health sector, but almost all sectors have been affected by the Covid-19 pandemic, especially in the economic sector. If the company cannot survive in this condition, it will go bankrupt. Bankruptcy does not only affect the company itself but also affects employees if a layoff occurs. Human resources is one element or part of the largest investment of an organization. A Quality of human resources must have high competence and skills that can advance the company. Therefore, human resources are required to think smartly, innovatively, and work with high enthusiasm in facing the times' progress. After all, the company will not properly carry out its duties and objectives if it does not have competent human resources. Therefore, the human factor becomes a significant role in every effort made by the company.

In this condition, Semen Padang Hospital is often faced with problems regarding the performance of its employees. Every leader in the company will always try to motivate so that every activity can achieve effective and efficient results under the company's objectives. Therefore, to achieve the desired level of effectiveness and efficiency, the company must have a good work system. Therefore, an organization's success is very much dependent on the organization's performance, where the organization's performance depends on its employees' performance, the motor for a company to keep running.

Performance is the result of a process, it refers to and is measured over a period based on the provisions or agreements that have been previously determined. An employee's performance is measured by the quality and quantity achieved in carrying out the task following the given responsibility. The appraisal is one way to improve employee

performance, performance appraisal will reveal how well a person has worked according to the goals they want to achieve. Job satisfaction is a problem that is quite interesting and important because it has proven to be of great benefit to the interests of individuals, industry, and society. For individuals, research on the causes and sources of job satisfaction allows efforts to increase their happiness in life.

Meanwhile, for industry, research on job satisfaction is carried out to increase production and costs by improving employee attitudes and behavior. Furthermore, society will undoubtedly enjoy the industry's maximum capacity yield and the increase in human value in work. Job satisfaction is related to a person's feelings or attitudes about the job itself, salary, promotion or education opportunities, supervision, co-workers, workload, and others. Several factors affect job satisfaction in carrying out the overall tasks that becoming their responsibility, including; leadership, work motivation, and work environment. On the other hand, the factors that significantly influence job satisfaction are factors related to work, working conditions, co-workers, supervision, promotion, and salary. Job satisfaction issues will be solved and fulfilled if the variables that affect it are very supportive. These variables are Leadership, Work Motivation, and Work Environment.

Job satisfaction theory according to (Srivastava, 2002), job satisfaction is an attitude variable that reflects how people feel about their work globally (overall) and aspects of work. The aspect approach provides a more comprehensive picture of one's job satisfaction than the global approach. (Spector, 1985) has proposed measuring job satisfaction through nine aspects of job satisfaction, including pay, promotion, supervision, benefits, rewards, operation procedure, co-workers relations, work itself and communication. His measure is generally referred to as Job Satisfaction Survey (JSS). This Job Satisfaction Survey (JSS) scale is considered one of the well developed job satisfaction instruments (Giri, 2010). One of the cultural dimensions and power distance is generally defined and referred to as the

situation of social acceptance of unequal distribution of the power, based on the prestige, wealth and power (Hofstede, 2001). Powerful people should try not to look too powerful in lower power distance cultures. In higher power distance cultures, people try to look as powerful or impressive as possible, since power gives privileges. The role of employees is focused in low power distance cultures while the role of managers is emphasized in high power distance cultures. High power distance cultures tend to respect a hierarchy in an organization (i.e. centralization), whereas low power distance cultures exhibit relatively a few layers (i.e. decentralization).

Research from, (Javed, 2012) found that satisfied employees tend to be absent from work often. In addition, there is also research from (Koslowsky, 1997), which found that satisfied employees tend not to be late for work. Based on the studies mentioned above, the researchers asked for data on the absence of the employees from Semen Padang Hospital from April 2022 to June 2022.

Table 1. 1 Recap of Employees Attendance of Semen Padang Hospital in 2022

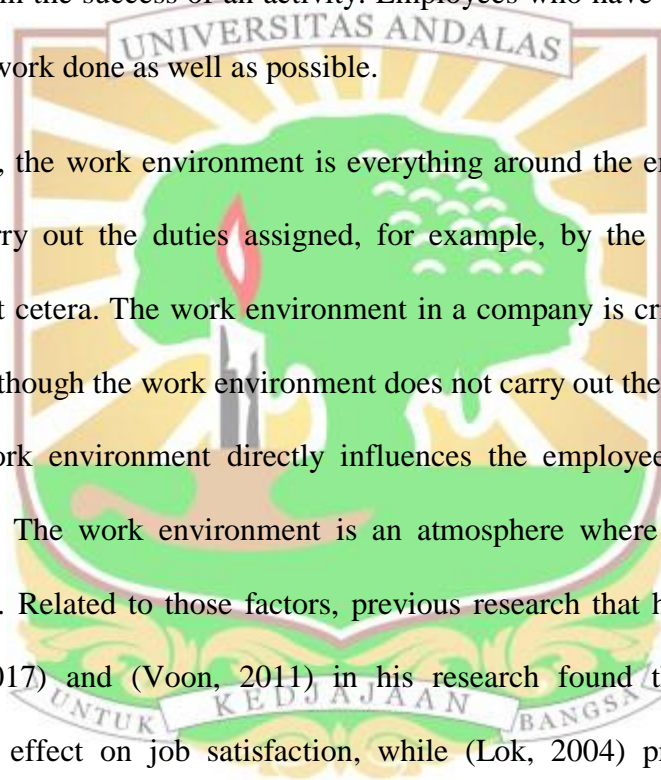
NO	MONTH	ABSENT/PEOPLE		LATE	
		ON LEAVE	SICK LEAVE	PEOPLE	PERCENTAGE
1	APRIL 2022	231	40	295	47
2	MEI 2022	374	54	315	50
3	JUNE 2022	272	55	328	52

Source: Human Resource Department of Semen Padang Hospital

The data shows that Semen Padang Hospital has a late employee absentee rate ranging from 47%-52% each month. From these data, the researcher assumes that there is an indication of employee job dissatisfaction at Semen Padang Hospital.

Leadership is the most crucial factor in an organization. As a management concept, it can be formulated in various definitions depending on the basic assumption. The next factor that affects job satisfaction is work motivation. Motivation is a condition that encourages or causes someone to do an action or activity, which is done consciously. According to (Steers, 1991), work motivation is an effort that can lead to behavior, direct behavior, and maintain the behavior under the work environment in the organization. Work motivation is a basic human need and an incentive expected to meet the desired basic needs. Therefore, if the need exists, it will result in the success of an activity. Employees who have high work motivation will try to get their work done as well as possible.

Furthermore, the work environment is everything around the employee. It can affect how employees carry out the duties assigned, for example, by the air conditioner (AC), adequate lighting, et cetera. The work environment in a company is critical for management to be noticed. Even though the work environment does not carry out the production process in a company, the work environment directly influences the employees who carry out the production process. The work environment is an atmosphere where employees carry out activities every day. Related to those factors, previous research that has been conducted is (Pawirosumarto, 2017) and (Voon, 2011) in his research found that leadership has a significant positive effect on job satisfaction, while (Lok, 2004) proved that leadership negative affect job satisfaction in the company. However, (Panagiotopoulos, 2018); (Pranita, 2018); (Ogunnaike, 2014), found that the work motivation variable has a positive and significant effect on job satisfaction. However, (Kian, 2014) found that work motivation does not affect employee job satisfaction. Subsequent research, (Pawirosumarto, 2017) and (Marshall, 2015), it was found in his research that the work environment had a significant positive effect on employee job satisfaction. Also, research from (Rafiq, 2012) and (Tokuda, 2009) stated that the work environment does negative affect job satisfaction.



In this study, researchers will investigate impact of leadership, work motivation, and work environment on employees' job satisfaction. This research will be conducted in the context of employee who works in Semen Padang Hospital.

The following is a table of total employees at Semen Padang Hospital 2022:

Tabel 1. 2 Employees of Semen Padang Hospital in 2022

No	Department	Total
1	Human Capital	11
2	Financial	22
3	Internal Audit & Quality Assurance	4
4	Medical Service	253
5	Nurse	8
6	Corporate Communication	16
7	Case Mix	21
8	Pharmacy	51
9	Maintenance	17
10	General Unit	22
11	Procurement	7
12	Medical Support	123
13	Committee	3
14	IPCN	2
TOTAL		560

Source: Semen Padang Hospital, 2022

Through the research gap that has been determined in previous research, it can be seen that there is a difference between each variable where there are variables with effective results, and the variables have no effect. Classic problems occur because employees feel bored at work, a less conducive of work environment, and other factors outside of that can also cause a lack of work motivation and leadership. Clearly, it affects job satisfaction with such working conditions where employees are less satisfied in carrying out their duties and jobs. Furthermore, the company can pay attention to the problems and find the right solution regarding to the current research is purported to exam the determining job satisfaction in the context of hospital industry in Padang. In the model, factors influence job satisfaction include leadership, work motivation, and work environment. (See figure 2.1).

1.2 Problem Statements

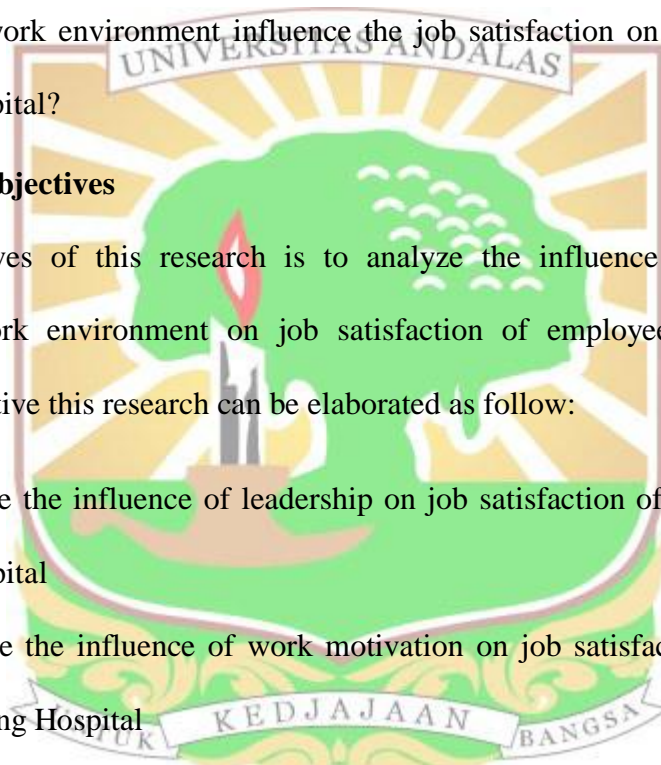
Based on the description from the background, the problems in this study can be identified as outlined in the research question as follows:

1. How does leadership influence the job satisfaction on employees of Semen Padang Hospital?
2. How does work motivation influence the job satisfaction on employees of Semen Padang Hospital?
3. How does work environment influence the job satisfaction on employees of Semen Padang Hospital?

1.3 Research Objectives

The objectives of this research is to analyze the influence of leadership, work motivation and work environment on job satisfaction of employees in Semen Padang Hospital. The objective this research can be elaborated as follow:

1. To determine the influence of leadership on job satisfaction of employees in Semen Padang Hospital
2. To determine the influence of work motivation on job satisfaction of employees in Semen Padang Hospital
3. To determine the influence of work environment on job satisfaction of employees in Semen Padang Hospital



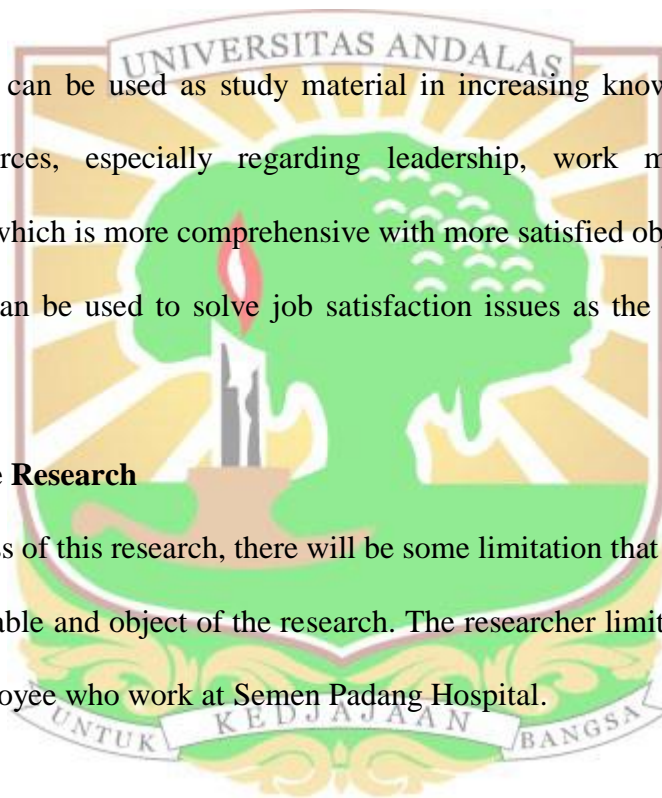
1.4 Research Contributions

This study is expected to give contribution to the influence of leadership, work motivation and work environment on job satisfaction of employees in Semen Padang Hospital.

1. The results of this study are expected to determining attitudinal factors of employees in Semen Padang Hospital.
2. The result is to strengthen the theory and concept related to job satisfaction in hospital industry.
3. This research can be used as study material in increasing knowledge in the field of human resources, especially regarding leadership, work motivation and work environment which is more comprehensive with more satisfied objects.
4. To research can be used to solve job satisfaction issues as the references for further research.

1.5 Scope of the Research

In the process of this research, there will be some limitation that need to be considered in terms of the variable and object of the research. The researcher limits the research context by focusing to employee who work at Semen Padang Hospital.



1.6 Research Outline

In order to make it easier and make moderate the forwarding of content, this research is divided into five chapter, as following:

Chapter I INTRODUCTION

Chapter which contain the background of the research, the problem statement, the objectives of the research, the contributions of the research, the scope of the research, and ended with the structure of writing.

Chapter II LITERATURE REVIEW

This chapter explained about all theories that are related to this research. Theories used include concept of job satisfaction, factors of job satisfaction, and impact of job satisfaction in organization, concept of leadership, consequences of leadership, concept of work motivation, component of work motivation, concept of work environment, factors of work environment, impact of work environment. Also in this chapter will be provided with review of previous study, hypothesis development and conceptual framework that will become guidelines in data processing.

Chapter III RESEARCH METHODOLOGY

This chapter explained about the research design, population and sample, data collection technique, variables and measurement, and also data analysis method used for testify the hypothesis.

Chapter IV RESULTS AND ANALYSIS

This chapter explained about the result extracted from the research questionnaire, respondent description, and data analysis method for testify the hypothesis.

Chapter V CONCLUSION

This chapter contained the conclusion of the conducted research, the implication of the research, the limitation of the research and suggestion.

