



JOURNAL

**THE INFLUENCE OF WORK ENVIRONMENT, WORK
MOTIVATION, AND TRANSFORMATIONAL LEADERSHIP ON
EMPLOYEE JOB SATISFACTION AT TEBET PRIMARY HEALTH
CENTRE**

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Abstract:

This research was conducted to obtain empirical evidence about the influence of work environment, work motivation, and transformational leadership on employee job satisfaction at Tebet Primary Health Centre. Based on the results and discussion of the research, this research can be concluded as follows: The work environment has a significant influence on job satisfaction among Tebet Primary Health Centre employees. These results indicate that if the Primary Health Centre's work environment is safer and more comfortable, the level of job satisfaction will be higher. Work motivation has a significant influence on job satisfaction among Tebet Primary Health Centre employees. These results indicate that the higher the motivation of Primary Health Centre employees in carrying out their duties, the higher the level of job satisfaction. Transformational leadership has an insignificant influence on job satisfaction among Tebet Primary Health Centre employees. These results indicate that leadership behavior and policies have no effect on employee job satisfaction at the Primary Health Centre

Keywords:

job satisfaction, work environment, work motivation, transformational leadership

BACKGROUND

Researchers conducted pre-research to find out what factors had a big chance of influencing the job satisfaction of Tebet Primary Health Centre employees. From table 1.2 there are 38 respondents from all employees of the Tebet Primary Health Centre. Each respondent was asked to choose three variables that they thought had the most influence on their job satisfaction when working at the Primary Health Centre. A total of 25 (65.8%) respondents chose work environment variables as the factor that most influences their job satisfaction. There were 18 (47.4%) respondents who chose the work motivation variable as a factor that influenced their job satisfaction. Then 16 (42.1%) respondents chose the leadership variable as a factor that had an influence on their job satisfaction.



The workforce at the Tebet Primary Health Centre, including doctors, midwives, nurses, and others, face various problems that can affect their job satisfaction. The first problem occurred in the work environment where it was found that there were a number of inadequate facilities and infrastructure which could be found in several rooms such as meeting rooms, pharmacies and laboratories that did not use air conditioning. In some rooms there is a lack of sunlight coming in and there are still limited medical equipment available (Ihsan & Rahmadiyah, 2018).

In some cases, limitations in medical equipment and medicines are sometimes found. Limited medical equipment and medicines can cause frustration and feelings of incompetence for employees working in Primary Health Centres. Therefore, this can hamper the efforts of Primary Health Centre employees to provide quality services (Deharja et al., 2020).

Furthermore, there are problems with employee motivation to carry out their obligations. This can be seen from the large number of alpha or employee absences (Qomariah et al., 2020). Apart from that, employees also often arrive late for work and leave earlier than the specified working hours.

One factor that can influence job satisfaction is leadership. The internal problems faced by the workforce at the Primary Health Centre are related to their relationship with the leadership within the Primary Health Centre. Often employees and leaders are less effective in communication and coordination, which can cause miscommunication and confusion when carrying out work (Paais & Pattiruhu, 2020).

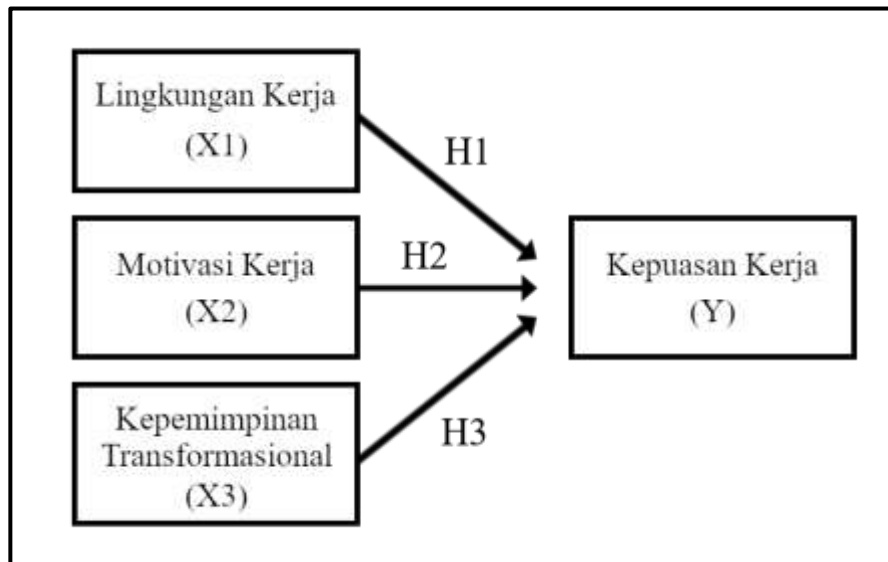
Apart from communication, the leadership is less transparent regarding the work placement of employees in the field. For example, leaders forget to add the names of employees to carry out counseling. This deficiency will result in less than optimal dissemination of health information to the public (Ihsan & Rahmadiyah, 2018).

These problems can have a negative impact on the job satisfaction of workers at Primary Health Centres. Lack of communication and coordination, unclear roles and responsibilities, and an ineffective leadership style can lead to feelings of being unappreciated, distrusted, and not involved in decision making. Thus, researchers chose to use transformational leadership as an independent variable because compared to other leadership styles, transformational leadership interacts more with subordinates and more effective communication occurs (Malik, Javed, & Hassan, 2017).

Therefore, based on the problems from this background, the results of several previous studies and the results of pre-research on Tebet Primary Health Centre employees and the conditions of employee job satisfaction in health services, researchers are interested in conducting research regarding the relationship between leadership, work motivation, and the work environment that influences employee job satisfaction at the Tebet Primary Health Centre with



the title "The Influence of the Work Environment, Work Motivation, and Transformational Leadership on Job Satisfaction for Tebet Primary Health Centre Employees".



METHOD

This research uses descriptive research methods with a quantitative approach. According to Sugiyono (2019), quantitative research methods fulfill scientific principles, namely empirical, objective, measurable, rational and systematic. This method is called a quantitative method because the research data is in the form of numbers and analysis uses statistics. The aim of this research is to determine the influence of leadership, work motivation and work environment on employee job satisfaction at the Tebet Primary Health Centre. By using quantitative research methods, the research results will be visible from group differences or the significance of the relationship between the variables studied.

In this research, researchers used quantitative survey research by collecting data through research instruments by distributing questionnaires to employees who work at the Tebet Primary Health Centre. The data results will be processed using PLS (Partial Least Square) with SmartPLS software version 4.0. The data used by researchers is primary data. By using the survey method, obtaining data will be easier. This research uses a descriptive and explanatory approach with the aim of testing a hypothesis or theory from various research that has been carried out previously. According to Sugiyono (2019), explanatory research is research conducted on large and small populations by looking for relative events, distributions and relationships between variables..

RESULT & DISCUSSION

The results of statistical testing to see an overview of the research variables are presented as follows.



	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
(X1) Lingkungan Kerja -> (Y) Kepuasan Kerja	0.226	0.225	0.110	2.058	0.040
(X2) Motivasi Kerja -> (Y) Kepuasan Kerja	0.449	0.455	0.103	4.363	0.000
(X3) Kepemimpinan Transformasional -> (Y) Kepuasan Kerja	0.145	0.145	0.089	1.630	0.103

Source :Researcher, 2024

The discussion of the results of this research is described as follows:

The results of the analysis that the researcher carried out using SmartPLS 4.0 software showed that H_a was accepted and H_o was rejected. So the independent variables work environment (X1) and work motivation (X2) have a significant influence on the dependent variable job satisfaction (Y). H_a is rejected and H_o is accepted, so transformational leadership (X3) has no significant effect on job satisfaction at the Tebet Primary Health Centre.

Interpretation of Work Environment Research Results with Employee Job Satisfaction

Based on the results of the t-statistic test, it is known that the work environment variable has a t-statistic value greater than 1.96 ($2.058 > 1.96$) and a significance value of 0.225 which is greater than 0.05. These results show that H_a is accepted and H_o is rejected, so it is known that the work environment has a positive and significant influence on employee job satisfaction. Thus, the work environment felt by Tebet Primary Health Centre employees influences their job satisfaction. According to the results of research conducted by Akinwale and George (2020) entitled Work Environment and Job Satisfaction among Nurses in Government Tertiary Hospitals in Nigeria, it shows that the work environment has a positive and significant influence on job satisfaction. In this case, the work environment in the hospital which consists of security, equipment and work equipment has an impact on the job satisfaction of health workers and has an impact on the patient's condition, this is in line with various research results conducted by other researchers such as Merga & Fufa (2019); Qomariah et al., (2020); Lupita, Rismayadi, & Patricia (2019); and Suifan (2019). Apart from that, there are several other studies which show that the work environment has a positive influence on job satisfaction (Mehmeti & Telaku, 2020; Agbozo et al., 2017; Ardianti, Qomariah, & Wibowo, 2020; Pawirosumarto, Bachelor, & Gunawan, 2019; Permadi et al., 2019; Kabir et al., 2019). The high influence of the work environment on employee job satisfaction in this study can be influenced by the length of time employees have worked at the place they work. Based on the individual characteristics of the respondents, data was obtained that the employees who were respondents in this study were dominated by employees with a length of service of 5-7 years



(33.57%) of whom employees with experience working at the Tebet Primary Health Centre usually already knew many aspects of work environment that is appropriate to the employee's position or position.

Interpretation of Research Results on Work Motivation and Employee Job Satisfaction

Based on the results of the t-statistic test, it is known that the work motivation variable has a t-statistic value greater than 1.96 ($4.363 > 1.96$) and a significance value of 0.455 which is greater than 0.05. These results show that H_a is accepted and H_o is rejected, so it is known that work motivation has a positive and significant influence on employee job satisfaction. Thus, the work motivation felt by Tebet Primary Health Centre employees influences their job satisfaction. Based on the results of previous research conducted by Singh and Sharma (2016) entitled *Impact of Work Motivation on Job Satisfaction of Teachers in Professional Education*, it shows that work motivation has a positive and significant influence on job satisfaction. Intrinsic factors such as work experience have a positive influence and are able to predict job satisfaction, this is in line with various research results conducted by other researchers such as Njiraini, K'Aol, & Linge (2022); Bahri & Nisa (2017); and Raza et al., (2015). Apart from that, various other studies have found that work motivation has a positive influence on job satisfaction (Parimita, Khoiriyah, & Handaru, 2018; Ardianti, Qomariah, & Wibowo, 2020; Poniasih & Dewi, 2015; Lumentut & Dotulong, 2015; Habba et al., 2017; Qomariah et al., 2020). The high influence of work motivation on employee job satisfaction in this study can be influenced by the educational level of employees at the Tebet Primary Health Centre. Based on the individual characteristics of the respondents, data was obtained that the employees who were respondents in this study were dominated by employees with a D3 education level (as many as 45.71%) where employees with this level of education usually already know many aspects of work that are in accordance with the employee's wishes and know how to maintain work motivation.

Interpretation of Transformational Leadership Research Results with Employee Job Satisfaction

Based on the results of the t-statistic test, it is known that the transformational leadership variable has a t-statistic value that is smaller than 1.96 ($1.630 > 1.96$) and a significance value of 0.145 which is greater than 0.05. These results show that H_a is rejected and H_o is accepted, so it is known that leadership is transformation does not have a positive and significant influence on employee job satisfaction. Thus, the form of transformational leadership felt by Tebet Primary Health Centre employees does not affect their job satisfaction. The results of research conducted by Habba et al. (2017), shows that transformational leadership has a positive and significant influence on employee job satisfaction in their research entitled *The Effect of Leadership, Organizational Culture and Work Motivation on Job Satisfaction and Job Performance among Civil Servants in Maros District Technical Working Unit*. Leaders who are able to have a positive influence on their followers to achieve organizational goals tend to increase job satisfaction, this is in line with various research results conducted by other researchers such as Njiraini, K'Aol, & Linge (2022); Almohtaseb et al., (2021); and Sarwar et al., (2015). In addition, other research results show that leadership has a positive influence on job satisfaction (Paais & Pattiruhu, 2020; Abadi & Renwarin, 2017; Abusama et al., 2017; Lim et al., 2017; Harahap & Khair, 2019; Pawirosumarto, Bachelor, & Gunawan, 2019; Malik et



al., 2017). The low influence of transformational leadership on employee job satisfaction in this study can be influenced by the length of time the employee has worked and also the position or position at the Tebet Primary Health Centre. Based on the individual characteristics of the respondents, data was obtained that the employees who were respondents in this study were dominated by employees in fields of work that require independent abilities. such as doctors, midwives and nurses (as many as 52.14%) where employees in these positions or titles usually already know many aspects of their work so they have the ability to make their own decisions

CONCLUSION

Based on the research and discussion explained, the following conclusions can be drawn:

1. The work environment has a significant influence on job satisfaction among Tebet Primary Health Centre employees. These results indicate that if the Primary Health Centre's work environment is safer and more comfortable, the level of job satisfaction will be higher.
2. Work motivation has a significant influence on job satisfaction among Tebet Primary Health Centre employees. These results indicate that the higher the motivation of Primary Health Centre employees in carrying out their duties, the higher the level of job satisfaction.
3. Transformational leadership has an insignificant influence on job satisfaction among Tebet Primary Health Centre employees. These results indicate that leadership behavior and policies have no effect on employee job satisfaction at the Primary Health Centre.

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