

THE INFLUENCE OF LEADERSHIP STYLE AND TEAMWORK ON SATISFACTION WORK EMPLOYEE WITH ENVIRONMENT WORK AS MODERATING VARIABLES AT PUBLIC HEALTH CENTER X BATAM CITY

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Abstract

Destination Study this is for now and analyze influence style leadership and cooperation team to satisfaction work employee with environment work as moderating variable. Method research used is quantitative correlation. Population is the employee who work at public health center X Batam City with total 40 people, with technique sample is the total sampling. Data in the form of primary data with a questionnaire instrument and a scale likert. Quantitative data analysis techniques with method Partial Least Square (PLS) statistics. Research results got that style leadership take effect positive and significant to variable satisfaction work, Teamwork is influential positive and not significant to variable performance. Environment work take effect positive and not significant to variable satisfaction work. Leadership style with environment work take effect close to satisfaction work, while teamwork _ with environment work take effect weak to satisfaction work. Conclusion that only there is one variable that has influence significant with Pvalue $0.004 < = 0.05$ and has connection close with variable the moderator that is variable leadership to satisfaction affected work by closely by variable environment work.

Keywords: *Environment Work, Leadership Style, Satisfaction work, Teamwork*

1. INTRODUCTION

In operating an organization need existence leadership that can operate organization in reach vision, mission and goals. According to Shin (2011) Leadership is a process to activities of the leader. When the literature is examined, it is possible to see leadership is the subject of many pieces of research (Cinnioğlu, 2020). Leadership style a leader is very decisive the way wheel organization. Leader is the figure who became role model employee in doing activity organization. A leader has duties and responsibilities by personal for reach goals that have been planned. Every leader has style leadership in operate organization. The better style leadership in lead employees so the more productive and satisfied employee in work (Hidayat et al., n.d.). Public health center is center health Public in organize effort health community and individual level first, with more main in give service by promotive and preventive for reach degrees health optimal society. In carry out activities many factors that make employee satisfied in work. Environment comfortable work _ as well as team solid work. Health Center X is a health center that is used pilot for all health center in Batam . Where is public health center X is the first Public health center very get score accreditation main and have Becomes Public health center always visited by other Public health Center in operate something organization, thing this no free from how a leader capable make employees work with good and deep work employee feel satisfied to results work accomplished.

2. THEORETICAL BACKGROUND

Leadership Style

Behavior leaders consist of two dimensions main that is support and direction. There is supportiveness which refers to the leadership will give warmth and consideration. Directiveness will refers to the initiating structure leader and will monitored the result. Appropriate leadership style with development behavior cover behavior directing, train, support and delegate (Thompson & Glasø, 2018). This is theory behavior of the leader. Approach behavior refers to the behavior exhibited by a leader when lead on situation or activity organization. Research conducted give contribution significant to development theory behavior with study theory leadership situational.

Geir Thompson, Lars Glas, (2018) " situational leadership theory: a test from a leader – follower congruence approach", leadership & organization development journal. In BI Norwegian Business School, Oslo, Norway from results study find that evaluation leader will Becomes more basic good for give instruction as well as Support to employee (Thompson & Glasø, 2018). Leader has very significant role in success realization of the transformation process. Leaders' must could analyze the process of industrial 4.0 development as well as impact shown in the process. Leaders sued for leave behavior classic them and adopt style modern leadership needed by the new age in research entitled "Areview of modern leadership styles in perspective of industry 4.0 research on food and beverage enterprises in Canakkale Onsekiz mart University (Cinnioğlu, 2020).

According to Yulk (2014) research studies Ohio State University leadership has showing two behavior base leadership that is in prioritize individual and business focused behavior. The leader who prioritizes individual show behavior like nurse employees, care about feelings employees, pay attention needs and wants employees , but business - focused leader this tend showing behavior in reach assigned task as well as what be determination destination (Borgmann et al., 2016) Good leader is a leader who understands what desire from its employees . How leader can make employees understand about vision mission as well as the goal to be achieved by the company.

Job Satisfaction

Satisfaction work is reflection from feeling to job. This seen from attitude positive worker to profession ysng faced and the environment surrounding. When employee no satisfied tend will be negative towards profession in different forms. Satisfaction work according to (Noor. J, 2013) is things that are individual, the more many things in considered job according to wish employee the taller level satisfaction obtained by employees (Siagian & Khair, 2018).

Research conducted by (Oshagbemi, 1997)_ decipher theory satisfaction work taken from research by Herzberg et al (1959 and House and Wigdor, 1967) that there is two decisive factor satisfaction work or dissatisfaction in work. Toeri two Herzberg factor (1966) shows that only on related aspects _ listen content profession (like responsibility to job, achievement work accomplished as well as work done that themselves) who can lead to satisfaction work. there are other factors that have connection to context profession that alone like salary, security, and condition work that can leads to no fasting work will but not on satisfaction. According to king (1970) himself that theory two factor the no fully obviously, there are five possibilities possible interpretation given by theory that. Quarstein et al (1992) suggest theory situational about satisfaction work says that satisfaction work influenced by two factors as Herzberg said. Thing this is what is shown similarity by researchers (Oshagbemi, 1997).

According to wake up in (Wibowo et al., 2014) say that there is a number of factors that become influence satisfaction worker namely:

1. Full job _ with challenge. explained that challenge will make employee the more enthusiastic for achieve and improve its performance. Challenge this usually character with the difficult for achieved will but this will could as trigger employee for increase performance to use could complete challenge that is when could solved with good will be one _ source satisfaction work employees.
2. Reward system. Award system given _ in reword form will could make employee feel noticed and appreciated which is very related with satisfaction it works.

According to keith in (Hidayat et al., n.d.) that satisfaction work is job satisfaction is the favorableness or unfavorableness with employees view their work. Which becomes indicator in satisfaction Luthans (2013) work is happiness felt by employees, peer relations _ _ work in environment work, relationship with leader, employee capable resolve boredom, employee have nature value as well as employee feel safe (Hidayat et al., n.d.).

Teamwork

According to West in (Hatta & Musnadi, 2017) that much research that says that Teamwork will lead to work more efficient and effectiveness more ok, thing this is so different when work conducted by independent. This is where West sets indicators that can be worn as tool measuring namely:

1. Joint Responsibility in finish work by give responsibility answer will ably creating good Cooperation.
2. Each other contribute with give donation thought in take decisions that will create cooperation.
3. Deployment ability by maximum with deploy all the ability of each of member team by maximum, so that profession will do with good and with quality results.

According to (Davis Keith, 2011) in (Hidayat et al., n.d.) there is seven indicators that can also use in Teamwork _ that is

1. The same goal: every member team must know clear goal from his team and the job to be conducted with equalize perception for achievement destination that. Between delivery or description activities that will done.
2. Enthusiasm: in doing profession every member group must have same spirit for complete profession with well, as well give the same contribution.
3. Clear roles and responsibilities: every member team must know what to be their respective roles and responsibilities. Work solved with responsibilities carried out by together. Every given job has dependency with another task for done with members team.
4. Effective communication: every member team carry out the interaction process communication in work as well as each other communicate in implementation activity job.
5. Resolution complex deal in complete conflict: Do good communication between member team so as not occur error understanding in work. In work member team each other honest and trust together member team other. Solution conflict together with good thinking.
6. Share Power or distribution in power or job description. existence distribution Duty or tupoksi clear job as well as formation chairman team.
7. Member 's skills group: each member has expertise and experience in work by team as well as have knowledge and ability in complete job.

Environment Work

Environment work is all existing aspects _ around worker like physical condition work, facilities work, equipment work, atmosphere work and supportive cooperation job. Environment work is all aspect physique work, psychology work as well as regulation work that can influence satisfaction work in achievement productivity work (Mangkunegara Anwar Prabu, 2017). A number of experts in (Kalra et al., 2021) has to do research about environment work such as: Ford et al., 1983 on environment defined internal work as various characteristics from organization and relationships social shape environment work someone. Hunt and Madhavaram, 2012; karla et al . 2017 which Genre study about limitations rival. Fletcher and Nusbaum 2010: Jones et al., 2017; Ng, 2017 environment internal work refers to perception employee about peer inspired internal competition work and existence awards and recognition as well as status. Verbeke et., al., 2011 that environment internal work provides power sale with source power for reach destination but also give distraction.

Indicator from environment work consist of culture organization, leadership, communication, engagement, balance work - life as well as non- financial recognition (Baron & Armstrong, 2007). Mulyasa (2003) in (Fajriyah & Iwan Prasetya, 2015) say environment work could be measured with indicator:

1. Available facilities and infrastructure in place work. means is equipment or existing equipment _ in place work that can used in support needs work.

2. Communication. Communication according to James AF Stoner is a delivery process information in the form of message to others with give understanding.
3. Cooperation is willingness somebody in to do joint work or give assistance When doing the work process.
4. Cleanliness is important thing _ in something profession around workers, includes cleanliness environment, building outside and inside, equipment , employees and management.

Figure 1. Skeleton think study

3. IMPLEMENTATION METHOD

Method research used is quantitative analytic with design study correlation. Population used is whole employee at Puskesmas X city Moderate Batam in service totaling 40 people. retrieval technique sample total sampling or sample saturated. Research data using primary data with instruments in the form of distributed questionnaire to whole sample and scale likert . Data analyzed with using Partial Least Square (PLS).

4. RESULTS AND DISCUSSION

RESULTS

The results of the measurement model (Outer model) see to validity and rehabilitation where all variable used could is said to be valid because score variable more of 0.6 or 0.7. Result of Average Value extracted (AVE) from extracted mean variance must more tall from correlation involving the latent variable (Kock and Lyns . 2012) with see validity discriminant. all the variables studied are valid discriminant because value > 0.70. Then can also be seen from score Where is the composite reliability score variable > 0.60 so that could conclude that by composite reliability variable study already could use for measure something research. The results of the assessment of the Normal Fit Index (NFI) value between 0 and 1 where the closer to 1 (one) the better. So could concluded that research model already appropriate. The results of the evaluation of the inner model (structural model) for predict connection between latent variables as well as measure criteria model quality or goodness of fit. coefficient determination that shows big influence variable exogenous to quantity variable endogenous with see R value (Square) value coefficient determination (R Square) between 0 and 1.

Table 1. Coefficient Determination (R Square)

	R Square	Adjusted R Square
Satisfaction Work	0.650	0.598

From table 1 can explained that of the built model R Square value of satisfaction work of 0.650 can explained that change variation from variable satisfaction work could explained by

influence variable exogenous namely Leadership Style, Teamwork, Environment role play as variable exogenous, by simultaneous 65.0% included into the categorical moderate and the rest of this 65.0% is remainder influence from variable exogenous outside variable research. Could see in the picture following:

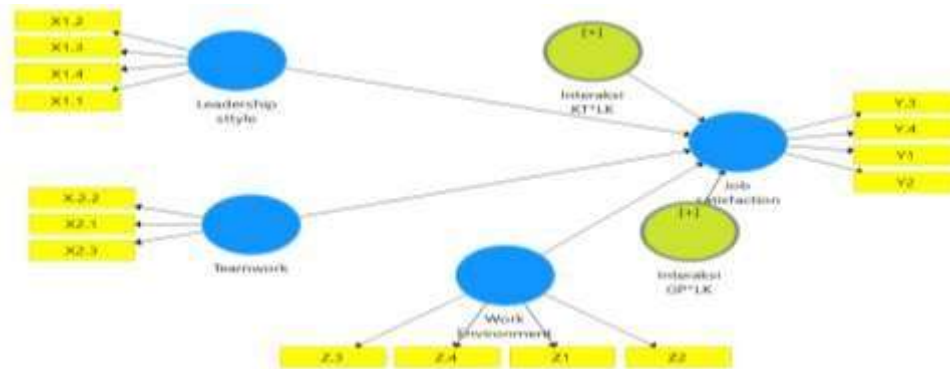


Figure 2. Determinants Coefficient R Square

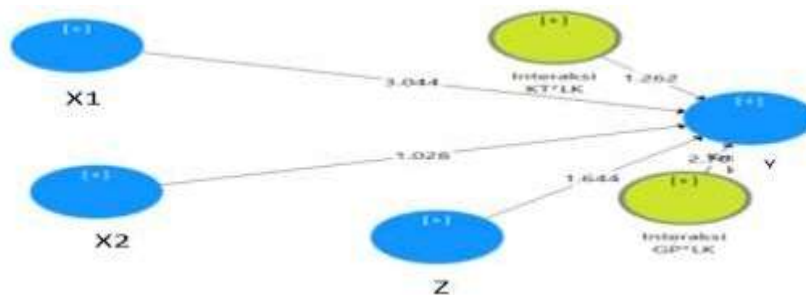


Figure 3. Path Coefficient

Test Hypothesis was conducted for see influence direct as well as for prove hypotheses influence from something variable to variable other (without intermediary). If value coefficient track positive meaning could strengthen connection influence from variable other, but if score negative path, then will weaken influence connection from variable other. For connection significance variable could see from score probability (P value). If P value ≤ 0.05 then H_a is accepted there is influence significant whereas if P value > 0.05 then H_a is rejected no there is influence significant Among variables.

Table 2. Influence Partial

	Ordinal Sample	Sample mean	Standard Deviation	T Statistics	P value
X1 Y \longrightarrow	0.430	0.405	0.141	3.044	0.004
Interaction X 1*ZY \longrightarrow	0.293	0.313	0.108	2,701	0.010
Interaksi X2* ZY \longrightarrow	-0.244	-0.176	0.193	1.262	0.214
X2 Y \longrightarrow	0.223	0.274	0.217	1.028	0.310
ZY \longrightarrow	0.241	0.265	0.147	1.644	0.108

Based on Table 2 Effect variable style leadership (X 1) against satisfaction work employee (Y) coefficient the regression is 0.430 with direction positive and the P value is $0.004 \leq 0.05$ with use comparison T statistic. Statistical T value is $3,044 > 1.96$ which means H_a is accepted and H_o

is rejected. So that could conclude that Leadership Style (X1) has an effect significant to satisfaction work employee (Y) which means every increase score one-unit style leadership could increase satisfaction work employee by 43.0%. Influence Team Cooperation variable (X 2) against satisfaction work employee (Y) coefficient the regression is 0.223 with direction positive and the P value is $0.310 > 0.05$ with use comparison T statistic. Statistical T value is $1.028 < 1.96$ which means H_a is rejected and H_o is accepted. So that could conclude that Teamwork (X2) is not take effect significant to Satisfaction Work Employee (Y) which means every increase score one – Teamwork unit no could increase Satisfaction work Employee by 22.3%.

Influence variable Environment Work (Z) which also works as moderating variable to Satisfaction Work employee (Y) coefficient the regression is 0.241 with direction positive and the P value is $0.108 < 0.05$ with use comparison T statistic. Statistical T value is $1.644 < 1.96$ which means H_a is rejected and H_o is accepted. So that could conclude that no there is influence significant Among Environment work (X2) against Satisfaction work employee (Y) which means every increase score one – unit Environment Work no could increase satisfaction work employee by 16.44%.

Influence Variable Moderation that is variable environment work (Z) on the effect style leadership (X1) against satisfaction work employee (Y) with P value is $0.010 < 0.05$ which means take effect significant, can also be seen the value of T statistic is $2.701 > 1.96$ then H_a is accepted, and H_o is rejected. so that could conclude variable moderation environment work (Z) can moderate influence style leadership (X1) against satisfaction work employee (Y) on value coefficient regression 0.293, which means variable environment work (Z) nature could strengthen connection influence style leadership (X1) against satisfaction work (Y). One result variable moderation that is environment work (Z) on the effect of teamwork (X2) on satisfaction work employee (Y) with P value $0.214 > 0.05$ which means no there is significant influence, which can see the value of T statistic is $1.262 < 1.960$ then H_a is rejected, and H_o is accepted. So that could concluded variable moderation environment work (Z) no could moderate the effect of Teamwork (X2) on satisfaction work employee (Y) on value coefficient regression of -0.244 which means variable environment work nature could weaken connection Teamwork effect with satisfaction work employees.

Analysis Type Moderation

Research results got that type of analysis on interaction style leadership moderated by environment work to satisfaction work employee is type moderation Quasi Moderation. Meanwhile, the Team Cooperation interaction is moderated by the environment work to satisfaction work employee is type pure moderation moderation.

Equality Regression

1. Equality Regression on moderation environment work and interaction style leadership with Environment work:

$$Y = b_1 \cdot Gp + b_2 \cdot LK + b_3 \cdot Gp * LK$$

$$Y = 0.430 \cdot Gp + 0.241 \cdot LK + 0.293 * LK$$

2. Equations in Moderation Environment work with Interaction Teamwork with Environment work

$$Y = b_1 \cdot KT + B_2 \cdot LK + B_3 \cdot KT * LK$$

$$Y = 0.223 \cdot KT + 0.241 \cdot LK - 0.244 \cdot LK$$

Blindfolding Analysis

Analysis Blindfolding with see Prediva relevant i.e. value used β for see how much good score observations made and for β evaluate compatibility the relevance of the model structural.

results study the value of Q2 Square ($Q^2 = 1 - SSE / SS0$) is $0.285 > 0$ which means score observations obtained _ already good.

DISCUSSION

Influence style leadership to satisfaction work employee

Research results got that style leadership take effect direct where variable X1 (style leadership) influential significant to variable Y (satisfaction work) with P value $0.004 < = 0.05$ where H_a is accepted, and H_o is rejected which means there is connection significant Among variable style leadership with variable satisfaction work. The results of this research can be support results study Simanungkalit & setyaningsih 2013, Purnomo Cholil 2010(Siagian & Khair, 2018), (Hidayat et al., n.d.). Toha (2014) says that style leadership is norms used a leader at the time leader try influence other people 's behavior or employee as seen in work (Hidayat et al., n.d.)

In face very rapid changes and pressures competition more and more business increase, company in Thing this public health center forced to for to do high efficiency and effectiveness to activity organization. According to Kuhnert (in Bass, 1994) Para leader sued for thinking return by radical method manage its employees and institutions and in work employee feel satisfied to leadership (Wibisono, 2021). Leaders must Keep going strive for develop capacity and ability source power man (employee) in line with change regulation or existing policies. That thing need leadership new with style and skill for face change ongoing environment the more quickly (Lthans 1995). If the Style activities and skills are carried out with right, leader could create a sense of satisfaction work from employees, employees will feel satisfied in carry out her job During led by leadership that. The health center which is multi- problem community Public health center good from sick and Public health center people could permanent operate function under leadership that can direct employees before give activities, instruct profession by specific and clear. Always the leader provide support in doing work as well as give Support to employee for permanent spirit work. Leader in take decision always by include employee in decide it. Feel happy when employee have ability and will in delegation Duty employee doing with good as well as employee capable showing abilities, skills and responsibilities to leader.

Team Cooperation

Influence cooperation team against Satisfaction work employee from results study seen no take effect significant to satisfaction work with P value $0.310 > = 0.05$. Teamwork requires style participative leadership where employee will have significant level of control on her job alone. The more authoritarian style leadership so the longer the employee for change culture work. in give satisfaction in work leader must more effective, practical and reliable. leader must by active support environment work, need leader change from controller Becomes initiator, counselor and facilitator. Task leader must aim for give proper support and environment for work effective team and cooperation (McGreevy, 2006). Research conducted by Hatta et al (2017) that Teamwork no take effect to performance employees.

According to research conducted by (Rodriquez, 2017) in the research say many Other studies that also discuss about effect from poor teamwork consistent namely (Crowley, Payne & Kennedy 2014: Kalleberg, Nesheim & Olsen 2009). Then research that argues that with work team could increase Satisfaction work and sense of commitment to the place work (Appelbaum, Bailey berg & Kalleberg 200: Hodson 2001). Research conducted among nurses (Griffin, Patterson & West 2001: Kalisch, Curley & Stefanov 2007: Kalisch, Lee & Rochman 2010). Other researchers think that work little team no free from how method a leader create capable create ideological conditions. Other research (Vallas, 2003a: Vidal, 2007) also mentions that existence problem conflict in work process team up where showing worker reject for To do profession by Team(Rodriquez, 2017). Here employee not enough realize that work with Team will speed up the work process will but because condition work and employees feel they already used to with her job Public Health Center X has a program of activities that must be held every day and as dream will

make distribution each task. Due to limitations amount employee as well as many the job that should be done by team but finally must conducted by alone or independent.

Environment Work

Research results that Influence environment Work that also works as moderating variable to satisfaction work employee obtained result no there is influence with score P value $0.108 < = 0.05$ H_a rejected which means no there is influence environment work to satisfaction work.

According to Robbins (1996) that matoritas employee more like environment work clean, comfortable and supported by modern equipment. Environment work physique have role important for create satisfaction work employees. Importance environment work for enhancement satisfaction work employees. Enhancement work could conduct with create good how environment good job and comfortable that. Study previously done by Putro _ (2003) Suharti 92004) and their linga (2008) say that environment work consisting of from facility work, equipment, acceptable behavior employees , environment the place stay , hands work , fair reward system , support environment the place work , fair reward system arrangement , attitude colleague work influence to satisfaction work (Wibowo et al., 2014)

According to researcher that environment work at the public health center x can said a good and comfortable environment that has been equipped with facilities, as well as modern equipment that can used in work.

Leadership Style Effect to Satisfaction

Environmentally Mediated Work

Influence variable Moderation that is environment work on influence style leadership to satisfaction work employee with P value is $0.010 < = 0.05$ which means there is influence significant where variable moderation environment work could moderate influence style leadership to satisfaction work employees. Where also seen score coefficient regression 0.293 which means variable environment work character strengthen influence style leadership to satisfaction work employees. Consistent research conducted by (Arifin 2016).

Environment work is all something that exists around workers who can influence self-worker when worker exist and run assigned task _ to him by the leadership (Nitisemito, 2002). Sedarmayanti (2009) concluded that environment work is all something that is around worker when worker be and do activity work (Arin et al., 2016). Toha (2012) says in There are many house versions of path-goal theory style leadership that can used by the same leader in situation different environment it works. Theorized this leader attempted for influence perception subordinates and motivate with method lead to clarity assigned tasks to achieve purpose, satisfaction work and implementation effective work _ environment the work he leads (Arin et al., 2016).

Responsibilities use style directing leadership in gift Duty to its employees . When handing over profession previously there is support provided. In taking decision leader make something deal by discuss before decide something decision, then leader notice environment work in condition work, facilities work that will made submission if there is Request from employee or if feel need to be fulfilled. Creation atmosphere work that can increase concentration employee in complete assigned tasks seen environment comfortable work and already structured with good Public Health Center X in leader when doing duties and.

The Effect of Teamwork on Satisfaction

Environmentally Mediated work

One result study variable moderation environment work on influence Teamwork to satisfaction work with P value $0.214 > = 0.05$ which means no there is significant influence. Where the value of T statistic is $1.262 < 1.960$ which means H_a is rejected. Could concluded that variable moderation environment work no could moderate Teamwork effect to satisfaction work

employees. Coefficient value regression of -0.244 which means variable environment work nature could weaken Teamwork relationship _with satisfaction work employees.

Teamwork done a team will be more effective from work _ individually. In west (2002) that much research that proves cooperation _ group leads to more efficiency and effectiveness _ good. Teamwork _ Becomes something success work that will give power push who has energy and synergy for employee in work environment work (Hatta & Musnadi, 2017)

Research conducted by Hatta, et al (2017) said: that Teamwork no give satisfaction work where score significant Sobet test > 0.05 ($0.346 > 0.05$). where variable satisfaction work no could mediate Teamwork (Hatta & Musnadi, 2017). Research conducted by Gibson & Zellmer – Bruhn (2001) that work team could see as characteristic typical for arrange work, it can also see as device that can see in more relationships and interactions good. Experts has found a meaning that at work team how role, space scope membership and goals in a team understood by workers team (Rodriquez, 2017).

In Thing this Health Center X in doing activity his always strive how profession could do with good. Team formed although sometimes in implementation must by alone because limitations power and abundance must - have activities followed.

5. CONCLUSION AND SUGGESTION

CONCLUSION

1. Leadership Style take effect to satisfaction Work employees at public health Center X city Batam.
2. Teamwork no take effect to satisfaction work employees at Public Health Center X Batam City.
3. Environment work no take effect to satisfaction work at Public Health Center X Batam City.
4. Environment work could moderate influence style leadership to Satisfaction work employees at the Public Health center X Batam City that is strengthen variable style leadership to satisfaction work employees.
5. Environment work no could moderate Teamwork effect to satisfaction work employees at the Publich health Center Batam City with character weaken Teamwork effect to satisfaction work employee.

SUGGESTION

1. For researcher next to multiply amount sample with take respondent not only one public health center just as well as multiply Amount the variable that will researched
2. For Party Health Center X in implementation team work always doing teamwork because with team work will give effect efficiency and work could done with fast and good to create a solid work team is necessary there is his submission or confirmation to the authorities in Thing power.

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