

THE INFLUENCE OF LEADERSHIP AND HOSPITAL POLICIES ON NURSES' JOB SATISFACTION (STUDY AT MITRA ANUGRAH LESTARI HOSPITAL IN CIMAHY CITY)

Astri Widya Agustina¹, Muhardi², Dadang Kusnadi³

¹ Master of Management Study Program, Hospital Management Concentration, Bandung Islamic University, Indonesia

² Master of Management Study Program, Hospital Management Concentration, Bandung Islamic University, Indonesia

³ Master of Management Study Program, Hospital Management Concentration, Bandung Islamic University, Indonesia

ABSTRACT

This research is motivated by the average length of service of nurses between 2018-2020 under 2 years, as well as low patient visits, coupled with hospital policies that have decreased the performance of nurses, resulting in a decrease in job satisfaction that is not achieved. Job satisfaction is not achieved because of the contribution of leadership factors and policies that are made that do not meet the wishes of nurses, so that they have an indirect impact on the level of public trust that is not optimal.

The purpose of this study was to analyze the influence of leadership and hospital policies on nurses' job satisfaction at Mitra Anugrah Lestari Hospital, Cimahi. The research method used is descriptive quantitative. Data were collected using a questionnaire technique. The sample used was 68 nurses at Mitra Anugrah Lestari Hospital, Cimahi. Data processing used SPSS software version 25 with descriptive analysis, classical assumption test, path analysis test and hypothesis test.

The results of the study indicate that leadership has a positive and significant effect on job satisfaction ($t_{count} > t_{table}$ of $3.167 > 1.997$). Hospital policy has a positive and significant effect on job satisfaction ($t_{count} > t_{table}$ of $3.954 > 1.997$). Hospital leadership and policy together have a positive and significant effect on job satisfaction ($F_{count} > F_{table}$ or $55.801 > 3.140$). The conclusion of this study is that partially and simultaneously leadership and policy have a positive and significant effect on nurse job satisfaction at Mitra Anugrah Lestari Hospital Cimahi.

Keywords : *Leadership, Hospital Policy, Job Satisfaction.*

1. Introduction

In achieving the highest level of health, hospitals must be supported by various aspects to provide excellent service for all hospital consumers. One important aspect for hospitals to provide quality services is human resources, in addition to other facilities and infrastructure. One of the human resources in hospitals according to Permenkes No. 3 of 2020 is nursing staff.

Nursing medical personnel are one of the human resources that play a role in the progress and achievement of hospitals, especially in patient health services. So that the position of nurses as an important position and the spearhead and strategic in patient care units, so that high skills, professionalism and job satisfaction are needed.

Job satisfaction is one of the most important things that can determine the productivity of nurses. Job satisfaction varies from individual to individual according to what is felt by the individual. Job satisfaction can be seen from the fulfillment of the physical and psychological needs of employees, the fulfillment of needs is reflected in the interaction between employees and their superiors.

According to Hasibuan (2017), factors that influence job satisfaction include the attitude of the leader. The behavior of the leader will be accepted by employees as long as they consider it as a direct source of satisfaction or satisfaction in the future. Meanwhile, according to Sahadi, et al. (2020:51) stated that leadership is an art in directing and controlling others to achieve an organizational goal. Leadership has a very important role in efforts to improve organizational performance and individual productivity.

Leaders must know what their employees need to support productivity in implementing strategies to achieve a shared vision and mission. Every leader has a different leadership style in managing their organization. According to Kamal, et al. (2019:40) stated that leadership style is basically a style to influence, persuade someone or their subordinates to achieve a common goal in an organization.

Leadership style can influence leaders in setting policies and regulations, leadership that does not pay attention to the needs of its employees will cause employees to feel uncomfortable, lack motivation and even leave their jobs. Each leader has their own character or leadership style, be it authoritarian, democratic, or bureaucratic (Erlangga, 2017).

Leadership can be measured through the policies it makes. According to Iskandar in Abdullah and Muhammad (2017:2) explains that policy is a series of program plans, activities, actions, attitudes to act or not to act in determining a problem. Policies issued by hospitals can be one of the causes of decreased nurse job satisfaction.

Policy issues that often occur in hospitals are employee rotation, compensation or service rewards, workload, among others that affect nurses in carrying out their obligations as providers of quality health services. A leader in making policies is based on his ability to provide satisfaction and motivation to his employees, through rewards and punishments for those who succeed or fail in achieving organizational goals. However, even so, both internal and external policy factors also need to be considered in making a policy (Siti, 2022:50-51).

However, in reality, problems regarding employee satisfaction, in this case nurses, are still found. This problem can be seen from the large number of nurses coming and going, indicating that there are problems regarding nurse performance (Rosyana, et al., 2016). This also occurs in nurses at Mitra Anugrah Lestari Hospital who are less satisfied with their work.

The condition of nurse dissatisfaction if it does not receive attention from management can lead to a tendency for employees to move, thus causing Turnover Intention, which is a condition of employees in this case nurses intending to achieve another job as an alternative in a different organization and turnover itself according to Abudilah (Jimmy and Gusti, 2019:2) is the movement of workers out of their place of work, and this has an impact on patient visits which tend to decrease due to service satisfaction that has not met community expectations.

Based on the theory, job satisfaction is not achieved because of the contribution of leadership factors and policies made that do not meet the wishes of nurses, so that they have an indirect impact on the level of public trust that is not

optimal. This is contrary to the function of a leader as someone who is able to direct and is able to involve the people he leads (Purwanto, 2016). So that from this problem, a research idea emerged related to the influence of leadership and hospital policies on nurse job satisfaction at Mitra Anugrah Lestari Hospital, Cimahi.

1.1 Problem Identification

In this study, researchers identified several problems that were the focus of the research, including the following:

1. What is the picture of leadership, hospital policies and job satisfaction of nurses at Mitra Anugrah Lestari Rumah Cimahi Hospital?
2. How does leadership influence nurses' job satisfaction at Mitra Anugrah Lestari Hospital, Cimahi?
3. How does policy affect nurses' job satisfaction at Mitra Anugrah Lestari Hospital, Cimahi?
4. How big is the influence of leadership and policies on nurses' job satisfaction at Mitra Anugrah Lestari Hospital, Cimahi?

1.2 Research Objectives

In line with the problem identification above, the objectives of this study are to:

1. Analyzing the description of leadership, hospital policies and job satisfaction of nurses at Mitra Anugrah Lestari Hospital.
2. Analyzing the influence of leadership on nurses' job satisfaction at Mitra Anugrah Lestari Hospital.
3. Analyzing the influence of policies on nurses' job satisfaction at Mitra Anugrah Lestari Hospital.
4. Analyzing how much influence the leadership and hospital policies have on the job satisfaction of nurses at Mitra Anugrah Lestari Hospital.

1.3 Research Limitations

The study was conducted at Mitra Anugrah Lestari Hospital in Cimahi City, West Java, with a focus on a feasibility study with an emphasis on aspects of leadership, policy and job satisfaction.

2. Literature Review

2.1 Leadership

According to Kasmir (2016:191), leadership is a person's ability to organize, manage and command his employees to carry out the tasks and responsibilities given to him.

Leadership is based on 4 underlying theories, namely Trait Theory, behavioral theory, situational theory (Contingency Theory) and transformational theory (Kasmir, 2016). Meanwhile, according to Sigian (Busro, 2018) for its own implementation, leadership cannot be separated from several styles that are applied, including autocratic, militaristic, paternalistic, charismatic and democratic leadership styles.

A leader in implementing his leadership must carry out his functions and roles towards his agency or organization by paying attention to several dimensions of leadership such as the ability to foster good cooperation and relationships, effective ability, participatory ability, ability to delegate tasks and the ability to delegate authority (Rivai, 2015:53).

The existence of a leader cannot stand alone but is also formed by several factors including character and personality, desire to serve, environmental conditions, intelligence, future orientation and attitude (Sedarmayanti, 2017:271).

Therefore, it is not easy to become a leader where there are many considerations to become a leader who has good characteristics such as responsibility, the ability to be perceptive, be objective, be able to determine priorities and the ability to communicate (Wendy, 2021:21-22).

2.2 Policy

The definition of policy according to Iskandar (Abdullah and Muhammad, 2017:2) is a series of programs, activities, actions, decisions, attitudes, to act or not to act carried out by the parties (actors), as a stage to solve the problems faced as an important factor for the organization in achieving its goals.

There are many applications of a policy, one of which is in terms of health. According to Ayuningtyas (2014), health policy is a decision, plan and action implemented to achieve certain health goals in a community, such as in the implementation of health leadership policies in hospitals. Leadership policy as a set of actions of leader activities designed to achieve certain results expected by employees as constituents of the leader who become the outline and basis of the plan in implementing organizational affairs and tasks developed according to organizational goals (Mudzakir, 2018:98).

The process of implementing a policy by a leader cannot be separated from the existence of various factors that influence the policy, such as the influence of external pressure, the influence of old habits, the influence of personal characteristics, the influence of external groups and the influence of past circumstances (Siti, 2022:50-51).

Meanwhile, according to George's view (Siti, 2022:47-49), there are four variables that influence a hospital policy which are dimensions in policy implementation, including communication, resources, disposition and structure.

There are many variations in the implementation of a policy, including rewards and punishments (Mudzakir, 2018:99). The purpose of rewards and punishments can motivate employees to carry out their work better. So that productivity will increase which has an impact on organizational and employee satisfaction, especially in the implementation of hospital policies can have an impact on patients.

2.3 Job Satisfaction

According to Wibowo (2017), job satisfaction is the level of a person's feelings of pleasure as a positive assessment of their work and the work environment. There are several theories of job satisfaction, including the two-factor theory and the value theory (Priansa, 2016:297).

In general, job satisfaction includes a balance between the performance given and the rewards received from the company. According to the theory of job satisfaction, it can be concluded that there is a balance between the rights and obligations of an employee with a pleasant feeling that has been agreed upon together.

Many factors influence the determination of job satisfaction, including work environment factors, providing the right motivation to employees, and employee commitment to the organization (Steven and Kurniati, 2021:99-100). Meanwhile, according to Hasibuan (2017), there are several factors that are also included in the dimensions of job satisfaction, including proper placement according to expertise, work atmosphere and environment, leadership attitude in leading, and appropriateness and fairness.

The existence of job satisfaction felt by employees will certainly have an impact. Employees will feel the condition of their work environment whether they are satisfied or not. Some of the impacts that can be caused by job satisfaction according to Schnake (Fattah, 2017:295) include Organizational Citizenship Behavior as extra employee behavior in the organization, other impacts can be in the form of avoidance attitudes, absences or even changing jobs, burnout or emotions towards work which is a psychological state experienced at work, impacts on mental and physical health, impacts on life satisfaction and impacts on counterproductive behavior.

3. Research Methods

The research method used in this study is to use a type of quantitative descriptive approach method with a cross-sectional research design. Cross-sectional research design is a study where data collection on the cause or risk variables and effects or cases that occur in the research object are measured or collected simultaneously or at once (Notoatmodjo, 2016).

The method used is the regression method with path analysis data analysis techniques, which are used to analyze the pattern of relationships between variables with the aim of determining the direct or indirect influence of a set of independent variables (exogenous) on the dependent variable (endogenous). In this study, there are three variables, namely 2 independent variables consisting of leadership variables (X1) and hospital policies (X2) and job satisfaction (Y) which are dependent variables (Ridwan, 2016: 116). Meanwhile, the research design applied is using a cross-sectional design where data collection on the cause or risk variables and effects or cases that occur in the research object are measured or collected simultaneously or at once (Notoatmodjo, 2016).

3.1 Population and Sample

Population is an area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2019). The population in this study was all nursing staff at Mitra Anugerah Lestari Hospital in Cimahi City, totaling 71 people.

A sample is part of the number and characteristics possessed by the population. According to Sugiyono (2019), "A sample is part of the number and characteristics possessed by the population. If the population is large, and researchers cannot study everything in the population, for example due to limited funds, manpower and time, then researchers can use samples taken from that population". Sampling in this study used the purposive sampling technique. Purposive sampling is sampling techniques to determine research samples with certain considerations that aim to make the data obtained later more representative (Sugiyono, 2019).

Several criteria applied are inclusion criteria, namely being willing to be respondents, nurses in patient care and exclusion criteria with the criteria of refusing to be respondents and nurses who serve in hospital management. Based on these criteria, from 71 people in the population, 68 people were obtained who were willing to be research samples.

3.2 Research Instruments and Data Collection Techniques

The application of the instrument in this study is in the form of a questionnaire using a Likert scale to be used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena for each question or statement the respondent must support a question to be selected (Sugiyono, 2019:134).

With a Likert scale, respondents choose answers from variables that are broken down into parts of variable indicators, each variable indicator has an instrument that is used as a benchmark in a question or statement. The answer choices have a score of 5 to 1 for positive questions, while for negative questions with a score of 1 to 5. The research instrument is used to measure the value of the precise variable.

Meanwhile, the data collection technique applied in this study is a primary data collection technique carried out through the distribution of questionnaires distributed to nurses as respondents in the Mitra Anugerah Lestari Hospital area of Cimahi City. In addition, secondary data collection techniques are also applied through library research to complement primary data.

3.3 Data Analysis Techniques

Data analysis used in this study applies several techniques including validity and reliability tests for instrument analysis techniques, verification analysis techniques are applied to verify data descriptively, prerequisite analysis tests include normality tests, multicollinearity tests, heteroscedasticity tests, and autocorrelation tests as requirements in determining hypothesis test steps, then path analysis and finally hypothesis testing.

3.3.1 Validity Test

The validity test of an instrument or measuring tool is said to be valid if the instrument can measure what should be measured (Sugiyono, 2019). This means that what is measured is in accordance with the reality in the field. Testing the validity of the data collection tool or questionnaire that has been created uses the product moment correlation formula, namely by correlating the item correlation value with the total question score. According to Sugiyono (2019), usually the minimum requirements to be considered eligible are as follows:

- a. If $r \geq 0.30$, then the question items from the questionnaire are valid,
- b. If $r \leq 0.30$, then the question items from the questionnaire are invalid.

3.3.2 Reliability Test

Reliability test of a measuring instrument used to determine the level of reliability of an instrument, so that it can be predicted that if the measuring instrument is used repeatedly it will give almost the same results at different times and on different people (Sanusi 2016:80). The reliability test used in this study uses Alpha Cronbach > 0.6 .

3.3.3 Verification Analysis Test

The next test is related to the verification analysis test which verifies the descriptive data findings. In this analysis verification study, the author categorizes based on the average value for each statement answer.

3.3.4 Normality Test

Data normality test is done to find out whether the data is normally distributed or not. This is done in order to compare the cumulative distribution of the actual data with the cumulative distribution of the normal distribution.

The statistical test that can be used in the normality test is the Kolmogorov-Smirnov test. The decision-making criteria with the Kolmogorov-Smirnov statistical test are:

- a. If the significance > 0.05 then the data is normally distributed.
- b. If the significance < 0.05 then the data is not normally distributed.

3.3.5 Multicollinearity Test

According to Ghazali (2016:103), the multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should not have a correlation between independent variables.

A good regression model should not have correlation between independent variables. If multicollinearity is proven, one of the independent variables should be removed from the model, then the regression model is repeated (Santoso, 2016:234). The formula used is as follows:

$$VIF = \frac{1}{Tolerance}$$

Information: VIF = Variance Inflation Factor

To detect the presence or absence of multicollinearity can be seen from the magnitude of the Variance Inflation Factor (VIF) and Tolerance. The guideline for a regression model that is free from multicollinearity is to have a tolerance number close to 1, while if there is multicollinearity is a tolerance value ≤ 0.10 or equal to the VIF value ≥ 10 (Ghozali, 2016:104).

3.3.6 Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. A good regression model is one that is homoscedastic or does not have heteroscedasticity. Heteroscedasticity is an indication that the variance between residuals is not homogeneous, resulting in the estimated value obtained no longer being efficient. There are several ways that can be done to test heteroscedasticity, namely the plot graph test, the park test, the glejser test, and the white test. The test in this study uses a Plot Graph between the predicted value of the dependent variable, namely ZPRED, and its residual SRESID. Heteroscedasticity does not occur if there is no clear pattern, and the points are spread above and below the number 0 on the Y axis (Ghozali, 2016:134).

3.3.7 Auto Correlation Test

The autocorrelation test aims to test whether in the linear regression model there is a correlation between the disturbing error in period t with the disturbing error in period t-1 (previously). If there is a correlation, then it is called an autocorrelation problem (Ghozali, 2016:107). In this study, to test whether there is an autocorrelation symptom using the Durbin-Watson test (DW test) with the formula:

$$d = DW = \frac{\sum(e_t - e_{t-1})}{\sum e_t^2}$$

3.3.8 Path Analysis

The use of path analysis to determine the direct influence of leadership (X1) on job satisfaction (Y), hospital policy (X2) on job satisfaction (Y), and leadership (X1) on policy (X2). Correlation and regression analysis are the basis for calculating path coefficients, steps to test path analysis.

3.4 Hypothesis Testing

The final test analysis is in the form of a hypothesis test, which according to Sugiyono (2019: 95) argues that a hypothesis is a temporary answer to the formulation of a research problem, the answer given is only based on relevant theory, not based on empirical facts obtained through data collection. The steps in testing this hypothesis begin with establishing the null hypothesis (Ho) and alternative hypothesis (Ha), selecting statistical tests and their calculations, establishing the level of significance, and establishing testing criteria.

3.4.1 Partial Hypothesis Test (t-Test)

The t-statistic test is also called the individual significance test. This test shows how far the independent variable partially influences the dependent variable. The form of the test is as follows:

- a. $H_0 : b_1 = 0$ means that leadership has no effect on job satisfaction.
- b. $H_a : b_1 \neq 0$ means that leadership has an effect on job satisfaction.
- c. $H_0 : b_2 = 0$ means the policy has no effect on job satisfaction
- d. $H_a : b_2 \neq 0$ means that the policy has an effect on job satisfaction.

This test aims to test how the partial influence of the independent variable on the dependent variable is by comparing the t table and t count. Each t calculation result is then compared with the t table obtained using a real level of 0.05.

3.4.2 Simultaneous Hypothesis Test (F Test)

F test (simultaneous test) is to see whether the independent variables together (simultaneously) have a significant influence on the dependent variable. Through statistical tests with the following steps:

- a. $H_0 : b_1, b_2 = 0$ means that simultaneously, leadership and policies have no influence on job satisfaction.
- b. $H_a : b_1, b_2 \neq 0$ means that simultaneously, leadership and policies have an influence on job satisfaction.

4. Research Results and Discussion

4.1 Research Results

The research results obtained can be described in the form of data in several research result tables presented below.

Table 1. Recapitulation of Respondent Characteristics Dominance

No	Category	Description	Amount
1.	Gender	Man	10
		Woman	58
2.	Age	≤ 25 Years	11
		26 – 35 Years	36
		36-45 Years	19
		≥ 46 Years	2
3.	Education	Vocational School	1
		D3	24
		S1 Nursing	43
4.	Work experience	≤ 1 Year	4
		2-5 years	48
		6 – 10 Years	12
		≥ 11 Years	4

The recapitulation results related to the dominance of nurse respondents show that 68 nurses are predominantly female with an age range of 26-35 years and a Bachelor's degree in nursing with a dominant work experience of 2-5 years. Looking at the results of this data, it can be said that nurses already have sufficient provisions in terms of education and work experience as nurses. This is needed to support the performance of nurses in a hospital.

Table 2. Validity Instrument Test

No.	Variables	Mark	Results
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1.	Leadership (X1)	0.581 - 0.861	Valid
2.	Policy (X2)	0.657 - 0.837	Valid
3.	Job Satisfaction (Y)	0.617 - 0.782	Valid

Table 3. Reliability Instrument Test

No.	Variables	Rtable value	Results
1.	Leadership (X1)	0.907	Reliable
2.	Policy (X2)	0.846	Reliable
3.	Job Satisfaction (Y)	0.755	Reliable

The test results related to the instrument have obtained valid and reliable results which prove that the instrument or test tool in the study (questionnaire) is feasible and reliable to be used as a research measuring tool. The results are valid because the r-calculated value > r-critical with an r-critical value of 0.300 while reliable because the r-table value exceeds 0.60 (Sugiyono, 2019)

Table 4. Recapitulation of Variables

No.	Variables	Average Score
1.	Leadership (X1)	4.03
2.	Policy (X2)	3.88
3.	Job Satisfaction (Y)	3.89

The verification results related to the leadership variable (X1) obtained an average value of 4.03 with a good assessment category. This shows that leadership in the hospital has been implemented well in coordinating the performance of the organizational structure, although there are several indicators that must be improved again such as the level of ability to motivate subordinates, the level of ability to distinguish between completing tasks individually or in groups and the level of ability to provide guidance and training in decision making.

Meanwhile, based on the results of data verification, it is known that the acquisition of the policy variable response value (X2) obtained an average value of 3.88 with a good response category. This shows that the policies implemented in hospitals tend to be good even though there are two indicators that still need to be improved, namely the level of ability to convey policies clearly and understandably and the indicator of the level of ability to optimize financial resources.

Furthermore, based on the results of data verification related to job satisfaction variables, it is known that the average job satisfaction response was 3.89 with the Good category. These results indicate that the level of job satisfaction of nurses is good and satisfied working at Mitra Anugrah Lestari Hospital. Even so, there are still several indicators that must be considered to optimize the level of nurse satisfaction, namely related to the level of ability to provide adequate work equipment and the ability of leaders' attitudes in leading.

Table 5. Classical Assumption Test

No.	Test Category	Results	Information
1.	Normality	Sig = 0.200	Normal
2.	Multicollision proximity	Tolerance = 0.403 VIF = 2.497	No Multicollinearity Occurs
3.	Heteroscedasticity	The distribution of points above the number 0 on the Y axis	There are no symptoms of multicollinearity
4.	Autocorrelation	DW = 1.701 < 1.720 < 2.999	There is no positive or negative correlation in the modeling

After obtaining verification of values for each variable, then as stated in the table above, it is continued with the classical assumption test before conducting the analysis and hypothesis test. The results of the classical assumption test show that the data is normally distributed, there are no symptoms of multicollinearity or heteroscedasticity and there is no correlation in the modeling. The results of these measurements make the eligibility of the requirements in the analysis and hypothesis testing in the study so that they have been met to carry out the analysis and hypothesis testing.

Table 6. Path Analysis Test

Variables	Influence Direct	Indirect Influence together with		Influence Total
		X1	X2	
		X1	14.0%	
X2	22.0%	13.6%	0	35.6%
R square				63.2%

Based on the results of the path analysis test, it is known that the one that provides the greatest direct influence from the independent variable is in the form of policy with an influence value of 35.6%, while the total influence of all variables contributes 63.2% to the dependent variable.

Table 7. Hypothesis Test (t-Test)

Variables	Tcount > Ttable	Information
Leadership (X1)	3,167 > 1,997	Have a significant impact
Policy (X2)	3,954 < 1,997	Have a significant impact

Table 8. Hypothesis Test (F Test)

Variables	Fcount > Ftable	Information
Leadership (X1) and Policy (X2)	55,801 > 3,140	Have a significant impact

Table 9. Determination Coefficient Test

Variables	Results R Square	Information
Leadership (X1) and Policy (X2)	0.632	The contribution of the influence of the independent variable on the dependent variable is 63.2%

Based on the results of the hypothesis testing, it can be seen that partially in Table 7 and simultaneously from Table 8, it shows that the independent variables, namely leadership and policy, have a significant influence on the dependent variable, namely job satisfaction, with a contribution of 63.2% as shown in Table 9, while the remaining 36.8% is influenced by other factors not examined in this study.

4.2 Discussion

4.2.1 Leadership at Mitra Anugrah Lestari Hospital, Cimahi

The results of the study indicate that leadership at Mitra Anugrah Lestari Cimahi Hospital is good, although there are two indicators that are still in the fairly good category so they need to be improved. The need for good leadership in an organization is vital to move all elements in the organization in this case the hospital. This is in line with the opinion of Veitzhal Rivai (2015) that leaders must implement related to their leadership functions, clarity of information and career development. When a hospital leader can foster cooperation with all of his nurses, it will have an impact on the emergence of trust to delegate work through healthy working relationships and so that tasks can be completed properly. Thus, problems that arise can be resolved quickly and appropriately through deliberation and mediation in accordance with the leadership function (Busro, 2018).

Through the results of this study, it is hoped that the relationship between leaders and nurses will be maximized so that nurses feel motivated to provide excellent service to patients. As expressed by Usman Effendi (2018), leadership must always maintain the rights and obligations of employees, be committed to humanitarian values, and realize employee job satisfaction and quality services for the community.

4.2.2 Policies at Mitra Anugrah Lestari Cimahi Hospital

The test results that have been verified data show that the policy at Mitra Anugrah Lestari Cimahi Hospital is already quite good even though there are two indicators related to the policy that need to be improved. The test results show that bthat this hospital is considered good in channeling communication, so that the source of information about the policy can be trusted and accounted for. Not only is the distribution of information good, but the delivery of policy information must also be clear and understandable by the implementer. Because the policy will be the main reference for members of the organization in behaving. Through effective communication as a means of transmitting the goals and objectives of the policy to the target group, it will reduce the distortion of the implementation of the bureaucratic

structure tasked with implementing the policy, which has a significant influence on the implementation of the policy, by considering the character of the implementer so that they can commit to implementing it. This is certainly in accordance with the direction of national health policy which is aimed at improving the health status and welfare of the population of a country (Ayunintyas, 2014).

4.2.3 Job Satisfaction at Mitra Anugrah Lestari Hospital, Cimahi

The results of the study that have been tested show that the level of job satisfaction at Mitra Anugrah Lestari Cimahi Hospital, especially based on the responses of nurses, has felt good satisfaction. This shows that what is obtained by nurses in the hospital is in accordance with the reciprocity issued as a nurse. However, there are still several indicators that must be improved to further optimize the satisfaction of nurses which can later have a positive impact on the performance carried out. This needs to be done because employee job satisfaction is one of the factors that determines the quality of work provided by employees when providing services (Tjiptono and Chandra, 2015).

4.2.4 The Influence of Leadership on Job Satisfaction at Mitra Anugrah Lestari Hospital, Cimahi

Based on the results of leadership research at Mitra Anugrah Lestari Hospital Cimahi, it obtained significant results on job satisfaction. It can be said that leadership is considered capable of working with nurses in particular, so that it can motivate subordinates to always complete work or problems quickly and on time, thus affecting performance (Asep Rusman, 2015). In addition, nurses also assume that leaders always prioritize the interests of the hospital over personal interests and can provide guidance and training so that they can solve all problems beyond their capabilities through deliberation and then dare to make the best decisions. This is in accordance with the theory of job satisfaction put forward by Veitzhal Rivai (2015) that leadership affects employee job satisfaction. So from the results of this study it can be proven that leadership factors affect employee job satisfaction in this case nurses.

4.2.5 The Influence of Policy on Job Satisfaction at Mitra Anugrah Lestari Hospital, Cimahi

The results of the study showed a significant influence of policies on job satisfaction at Mitra Anugrah Lestari Hospital in Cimahi. The policies that have been issued in the hospital by the leader are able to motivate employees with various forms of policies such as awards when there are nurses who perform well and even punishment policies when there are nurses who do not work well or do not comply with hospital policy procedures. The purpose of the policy is to motivate the performance of nurses so that they can measure the level of job satisfaction. This is in line with the opinion of Sinambela (2019), that policies that meet employee expectations can improve performance so that they feel comfortable and get job satisfaction. This is also supported by the opinion of Subarsono (2020) that one form of policy in the form of awards, namely salary and promotion, can increase employee job satisfaction. The importance of a good policy is implemented as an action of the leader's activities in achieving certain results expected by employees, one of which is by implementing policies related to compensation and career development that can provide satisfaction for workers (Andri Gunawan, 2017).

4.2.6 The Influence of Leadership and Policy on Job Satisfaction at Mitra Anugrah Lestari Hospital, Cimahi

Based on the results of testing and analysis, simultaneously or together, leadership and policy variables are able to influence the level of job satisfaction of nurses at Mitra Anugrah Lestari Hospital. This proves that the satisfaction factor that can occur from the existence of good leadership and the implementation of hospital policies that support employees will provide positive feedback on job satisfaction so that nurses can be more productive at work and provide maximum service to patients.

This is in line with Robbins' opinion in Badeni (2013) that the factors that influence job satisfaction are the work itself, salary, co-workers, leaders, promotions, work environment in which in this case the two research variables in the form of leadership and policies are in line with this opinion which can contribute to the job satisfaction of nurses. And in line with the opinion of Budi and Fania (2019:29-20) which states that leadership and motivation are some parts of the job satisfaction factors.

Conclusion

It is obtained that the leadership and policies at Mitra Anugrah Lestari Hospital Cimahi are good although there are still some indicators that need to be improved to be more optimal towards a better direction. The results of testing both partially and simultaneously show that the variables of leadership and hospital policies have an effect on the variables of job satisfaction of nurses at Mitra Anugrah Lestari Hospital Cimahi and provide a significant contribution to the level of job satisfaction of nurses.

Thank-you note

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