FACTORS AFFECTING HEALTH WORKERS' ENGAGEMENT IN PUBLIC HOSPITAL

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Abstract. Many researches of employee engagement proved that engagement is an important factor in providing successful quality services in hospital. Engaged health workers who are energized, loyalty, dedicated, absorbed in their work have an important role in accelerate patient healing, tackling the shortage of health workers and sustainable cost efficiency. The purpose of this study is to find out the effect of organizational culture and servant leadership on health workers engagement in public hospital. The survey method design was used in the study to a public hospital in Tasikmalaya city, Indonesia. The Likert-scale questionnaires was used to measure the strength of 75 health workers' engagement, organizational culture and servant leadership. The study had generated finding that the public hospital culture and the servant leadership of health workers have significant and positive effect to the health workers' engagement. In addition, the effect of servant leadership was stronger than the organizational culture. Based on the result of research, it is necessary to develop servant leadership qualifications by increasing the spirit of supervisor service and fostering work-values based culture of the hospital to improve health workers' engagement.

Keywords: engagement; organizational culture; servant leadership.

I. INTRODUCTION

Employee engagement is a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective–cognitive state that is not focused on any particular object, event, individual, or behaviour [1]. Employee engagement represents an employee's enthusiasm, passion and commitment to their work and to the organization, the willingness to invest themselves and expand their discretionary effort to help the employer succeed [2] Employee engagement encompasses a willingness to work toward the successful achievement of work role and organizational goals [3]. In the practice-based case for employee engagement has been well-articulated and, it is no wonder that employee engagement has become a high priority, for organisations and the key to competitiveness and effectiveness making it the most important issue among human resources professionals [4]. In hospital, employee engagement, especially health workers' engagement is the key in providing successful quality service and patient safety as well as having a significant effect on absenteeism and turnover of employees [5].

Organization culture is a pattern of basic assumptions—invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration—that has worked well enough to be considered valuable and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems [6]. As individuals come into contact with organizations, they come into contact with dress norms, stories people tell about what goes on, the organization's formal rules and procedures, its formal codes of behaviour, rituals, tasks, pay systems, jargon, and jokes only understood by insiders, and so on. These elements are some of the manifestations of organizational culture [7]. All organizations have culture in the sense that they are embedded in specific societal cultures and are part of them. an organizational culture is a common perception held by the organization's members [8]. Everyone in the organization would have to share this perception. Refer to the Job-Demand Resources Theory, implementation of organizational culture that represents the values and management system can be considered as organizational support to employees in meeting the basic psychological needs of employees such as autonomy, competence, and relatedness [9]. An organizational culture is a part of job resources that supports employees directly and it will affect positively to employee engagement [10].

The definition of servant leadership is a leadership approach that prioritizes each follower individual needs and interests, and put their concern for self towards concern for others within the organization and the larger community [11]. The servant leadership is positively associated with employee engagement [12]. The servant leaders can meet the psychological needs of employee, rather than working relationship [13]. The association of servant leadership with employee engagement was stronger for employees with low levels of proactivity and job autonomy [14] such as front line of health workers in hospital. The Job-Demand Resources (JD-R) Theory can explain that organizational culture and servant leadership are experiences related to personal resources and work resources that result in increased

employee engagement. So, the research has a framework as seen on figure 1 and the research hypotheses as follows:

H1: Organizational culture has a significant effect on health workers' engagement in public hospital in Tasikmalaya city, Indonesia.

H2: Servant leadership has a significant effect on health workers' engagement in public hospital in Tasikmalaya city, Indonesia.

H3: Simultaneously, both of variables organizational culture and servant leadership have a significant effect on health workers' engagement in public hospital in Tasikmalaya city, Indonesia.
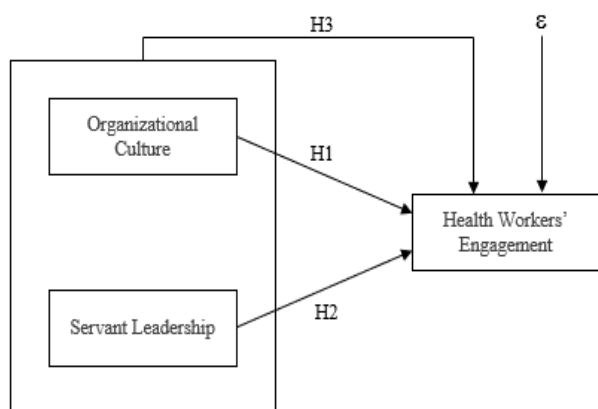

Figure. 1 Research Framework

II. RESEARCH METHODS

A cross-sectional study conducted to the health workers of a public hospital in Tasikmalaya City, Indonesia. With random sampling techniques, it was selected 75 health workers from 145 population. The participant criteria are health worker, permanent employee with minimum a service year in this public hospital. The age of participants ranged between 21 and over 50 years, and consist of nurse, midwife, laboratory analyst, pharmacist assistant and other frontline health workers. The questionnaires were used to measure the strength of engagement, organizational culture and servant leadership. Each item rated on a five-points Likert scale ranging from strongly agree to strongly disagree to each statement in the questionnaire. Instrument to measure employee engagement used 7 indicators, namely vigor, loyalty, concern for productivity, dedication, ownership, absorption and career development. Instrument to measure organization culture used 8 indicators, namely care about clients, adaptability, communication, learning, reward and incentive system, cooperation, involvement and dominant value. And instrument to measure servant leadership used 7 indicators, namely listening, empathy, healing, awareness, persuasion, conceptualization and stewardship.

III. RESULTS AND DISCUSSION

Before testing the hypotheses, based on the Structural Equation Model (SEM) by PLS-Smart, it was examined three criteria for model evaluation namely loading factor, average extracted variance (AVE), and composite reliability (CR). Table I, II and III present loading factor, significant levels, Cronbach's alpha, and composite reliability for variable organizational culture, servant leadership and engagement.

Table 1. loading factor, significant levels, cronbach's alpha, and composite Reliability Variable organization culture

Variable: Organization Culture		Loading	Cronbach's Alpha	CR	AVE
	Indicator				
AD	Adaptability	0.840*	0.956	0.964	0.771
CC	Care about clients	0.759*			
CM	Communication	0.915*			
CO	Cooperation	0.962*			
IN	Involvement	0.890*			
LR	Learning	0.982*			
RI	Reward& Incentive	0.760*			
VL	Value	0.883*			

*Correlation is significant at the 0.05 level

Table 2. Loading Factor, Significant Levels, Cronbach's Alpha, And Composite Reliability Variable Servant Leadership

Variable: Servant Leadership		Loading	Cronbach's Alpha	CR	AVE
	Indicator				
AW	Awareness	0.952*	0,96	0.967	0.810
CL	Conceptualization	0.756*			
EM	Empathy	0.961*			
HL	Healing	0.882*			
LN	Listening	0.862*			
PR	Persuasion	0.892*			
SD	Stewardship	0.976*			

*Correlation is significant at the 0.05 level

Table 3. Loading Factor, Significant Levels, Cronbach's Alpha, And Composite Reliability Variable Engagement

Variable: Engagement		Loading	Cronbach's Alpha	CR	AVE
	Indicator				
AB	Absorption	0.966*	0,932	0.948	0.729
CD	Career Development	0.954*			
CP	Concern for productivity	0.675*			
DE	Dedication	0.981*			
LY	Loyalty	0.581*			
OW	Ownership	0.852*			
VG	Vigour	0.885*			

*Correlation is significant at the 0.05 level

The results presented in table I, II and III show that all standardizes loadings met convergent validity because those values ranged between 0.581 and 0.976 or more than 0.5. Furthermore, the values of CRs and AVEs met the convergent validity of construct because all the values of CRs are more than 0.7 and AVEs are more than 0.5, as suggested by Hair et al. [15]. Figure 2. presents the beta values and R square. Beta values and R square represent how much endogen variable is being explained by exogen variables. Furthermore, T-values or p-value was used to indicate whether the relationship between those exogen and endogen variables is significant or not.
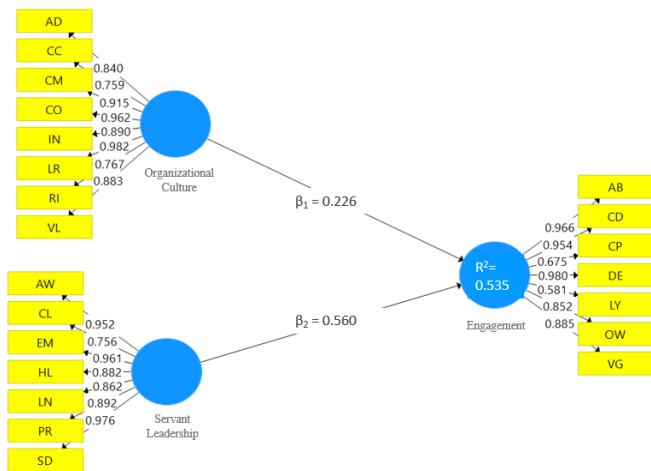

Figure 2. Standardized Solution

Table 4 presents the research finding that consists of the beta values, R square, T-value and p-value.

Table 4. Research Findings

Hypothesis	β	R^2	T-value	p-value
The effect of Organizational Culture on Engagement	0.226	-	22.640	0.027
The effect of Servant Leadership on Engagement	0.560	-	60.060	0.000
The accumulation effect of Organizational Culture and Servant Leadership on Engagement	-	0.535	-	-

The beta value 0.226 for organization culture indicates a positive effect of organization culture on health workers' engagement. T-value for organizational culture is 22.640 (> T- table 1.96) at the 0.05 level, and p-value 0.027 (< 0.05). It means that organization culture has a significant and positive effect on health worker' engagement. The beta value 0.560 for servant leadership indicates a positive effect of servant leadership on health workers' engagement. T-value for

servant leadership is 60.060 (> T- table 1.96) at the 0.05 level, and p-value 0.000 (< 0.05). It means that servant leadership has a very strong significant and positive effect on health worker' engagement.

The R square value (0.535) is showing that the accumulation effect from both of variable organization structure and servant leadership is 53.5% and the Epsilon value or the effect of other factors is 46.5%. The value of R square fall within the moderate – substantial effect [15].

The result of this study has demonstrated that the hypotheses H1, H2 and H3 are accepted. Following the research result by Abrianto & Srimulyani [16] that has proved a significant and positive effect of organizational culture on employee engagement in hospital. The organization culture is the correct way to perceive, think, act on a day-to-day basis and as way employees do business and it is associated with employee engagement [17]. This research has demonstrated that servant leadership gives high significant and positive effect on employee engagement. It is aligned with the research result of Sousa and van Dierendonck [18] and Yang et al. [19] that demonstrates the influence of servant leaders on improving health worker's engagement. Servant leaders give job autonomy and challenging responsibilities for their employees [20][21] while provide emotional support, empathy, and resources. The servant leadership is positively associated with employee engagement [12].

IV. CONCLUSION

The result of study concluded that organizational culture and servant leadership, individually and simultaneous, give a significant and positive effect on health worker's engagement. In accordance with the JD-R Theory, it is proven that organizational culture and servant leadership are experiences related to personal resources and work resources which result in increased health workers' engagement. However, the servant leadership demonstrated the stronger effect on health worker's engagement than organizational culture.

The result of study recommends a people strategy to drive health workers' engagement through fostering organization culture values including processes for two-way communication and employee voice; providing learning and training program to satisfy employee aspirations; hosting regular team building activities. Moreover, the study finding recommends a leader to perform more frequent visits to listen the difficult task of their subordinate and talking how to resolve the constraint. A leader is necessary to give an effort to close the distance from employees so the employees will be easier to learn from and to follow the leader.

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