



HEALTH WORKERS *ENGAGEMENT*: THE KEY OF EXCELLENCE SERVICE IN THE PRIVATE HOSPITAL

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Abstract

In recent years, many studies on employee engagement have generated findings that engagement become an important factor in providing successful services to healthcare organizations. This study aims to find out the condition of health workers' engagement in private hospitals and the role of organizational culture and servant leadership as drivers of employee engagement. The research sample of 118 frontline health workers had taken with a random sampling technique from health workers of two private hospitals in Indonesia. This study designed a survey method and used questionnaires to measure the strength of health workers' engagement, organizational culture, and servant leadership. The research findings generated some promising results that both the organizational culture of the hospital and the servant leadership of health workers' supervisors positively affect health workers' engagement. The role of organizational culture has a stronger effect on health workers' engagement than servant leadership. This research results recommended fostering work values in maintaining an organizational culture of the hospitals and increasing the spirit of service from the supervisor toward their employee subordinate.

Keywords: *engagement, organizational culture, servant leadership*

INTRODUCTION

Health workers play an important role in patient healing in hospitals. Health workers should deliver quality care, patient safety, and patient satisfaction. Their knowledge, skills, attitudes, and behaviors are fundamental to success. However, their engagement will be intrinsically linked to the quest for excellent services in the hospital.

Employee engagement is the employee's self-utilization of his work by fully investing physical, cognitive, and emotional resources (Linggiallo et al., 2021; Nandan, 2020). Employee engagement is an employee's motivation and desire to complete their organization's work and tasks (Bakertzis & Myloni, 2021). Hundreds of meta-analytic studies concluded that employee engagement is an important predictor of organizational work and performance and leads to key organizational outcomes, including creativity and innovation, client satisfaction, positive financial outcomes, and disease reduction (Bakker & Albrecht, 2018). Employee engagement positively affects employees, patients, and the organization. From the employee's perspective, the positive effects of engagement include physical and psychological health, well-being, satisfaction, mental toughness, happiness, optimism, and energy. The positive effects on the organization include low absenteeism, customer satisfaction, productivity, and quality, profit and financial returns, employee retention, performance, innovation, and employee learning activities (Turner, 2020).

Hospitals with more engaged health workers tend to provide better patient care and have a superior safety record than those with less engaged health workers (Spence et al., 2006). Health

worker engagement significantly affects patient satisfaction, hospital mortality, infection rates, absenteeism, and turnover (Wake & Green, 2019).

Organizational culture is defined as the shared beliefs, perceptions, and expectations that characterize how the organization came to solve problems in a particular way and to be taught to new members as the correct way to perceive, think, and feel concerning those problems (Schneider et al., 2013). Referring to the Job Demands-Resources theory (JDR Theory) from Bakker and Demerouti (2007), employee engagement is a function of the interaction of two groups of job resources and personal resources. Organizational culture is part of job resources that directly supports employees and will positively affect employee engagement. According to Siddhanta & Roy (2010), organizational culture helps an organization connect with the employees, develops greater responsibilities for employees, and empowers them in the decision-making process.

Servant leadership is an approach to leadership that manifests through one-on-one prioritizing followers' individual needs and interests and outward reorienting their concern for self towards concern for others within the organization and the larger community (Nathan et al., 2019). Based on the nature of servant leadership, it is found that it is positively associated with a broad range of job-related attitudinal outcomes, including employee engagement (van Dierendonck et al., 2014). Based on the social exchange theory (Blau, 1964), servant leaders do a social exchange relationship with their subordinate employees rather than a working relationship (Liden et al., 2008). By serving employees' personnel and professional growth, a servant leader will encourage the creation of long-term employees' fulfillment of their obligations and provide feedback to achieve the targets.

However, several phenomena indicated health workers' engagement in Indonesia, such as higher turnover (Dewanto et al., 2018) and higher patient complaints (Lumbantobing et al., 2020). The researcher of the Study Program at the Master of Occupational Medicine, University of Indonesia, in 2020 has identified the case of burnout in health workers until 83%. This study aims to find out the condition of health workers' engagement in private hospitals and the role of organizational culture and servant leadership as drivers of employee engagement to have a strategy to close the gap.

That explanation led us to the hypothesis below:

- H₁. Organizational culture significantly positively affects health workers' engagement in private hospitals in Tasikmalaya City, Indonesia.
- H₂. Servant leadership significantly positively affects health workers' engagement in private hospitals in Tasikmalaya City, Indonesia.
- H₃. Organizational culture and servant leadership significantly stimulate the health workers' engagement in private hospitals in Tasikmalaya City, Indonesia.

METHOD

Population and Sample

We asked healthcare workers at two private hospitals in Tasikmalaya City, Indonesia, to participate in a cross-sectional study that we carried out. A total of 118 health workers selected from 227 populations used a random sampling technique. The criteria of participants are health workers and permanent employees with a minimum of one service year in those private hospitals. The age of respondents ranged between 21 and over 50 years. The participants include nurses, midwives, pharmacist assistants, laboratory analysts, and other frontline health workers.

Research Instrument

In both of the private hospitals, it was used questionnaires that were distributed to the respondents. All participants were asked to rate on a 5-point Likert Scale to measure how they perceived the study variables. The instrument to measure employee engagement used seven indicators: vigor, loyalty, concern for productivity, dedication, ownership, absorption, and career development. Instruments measuring organization culture used eight indicators: care about clients, adaptability, communication, learning, reward and incentive system, cooperation, involvement, and dominant value. An instrument measuring servant leadership used seven indicators: listening, empathy, healing, awareness, persuasion, conceptualization, and stewardship.

Data Analysis

Using PLS-Smart, the hypotheses were tested based on the Structural Equation Model (SEM). In measurement model evaluation, three criteria were examined: loading factor, average variance extracted (AVE), and composite reliability (CR). Figure 1 shows the result of testing the validity of the reflective indicators. The loading factor represents the correlation between the indicator and construct scores.

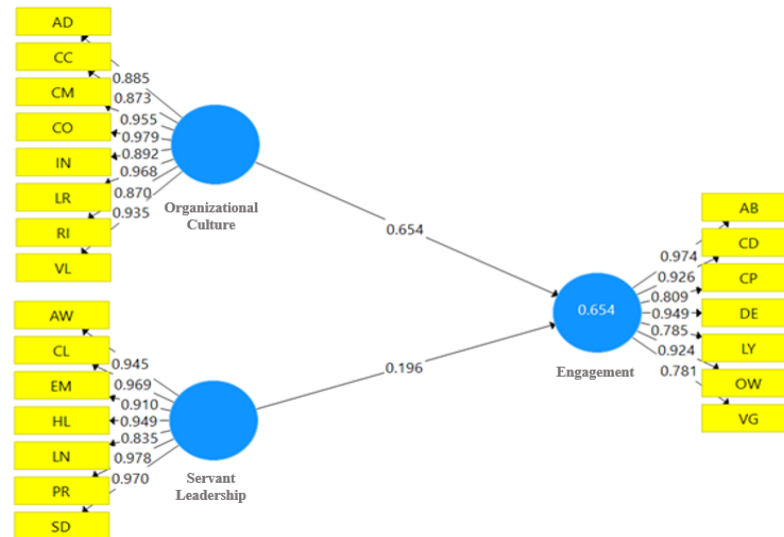


Fig 1. Standardized Solution

Table 1 shows that all standardized loadings met convergent validity because those values ranged between 0.781 and 0.979 or more than 0.5. Furthermore, the values of CRs and AVEs met the convergent validity of the 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. (2017).

Table 1 Loadings, significance levels, Cronbach's alpha, and composite reliability.

| Variable | Indicator | Loading | Cronbach's Alpha | CR | AVE | |
|----------------------|------------|--------------------------|------------------|-------|-------|-------|
| Organization Culture | AD | Adaptability | 0.885* | 0,974 | 0.777 | 0.978 |
| | CC | Care about clients | 0.873* | | | |
| | CM | Communication | 0.955* | | | |
| | CO | Cooperation | 0.979* | | | |
| | IN | Involvement | 0.892* | | | |
| | LR | Learning | 0.968* | | | |
| | RI | Reward and Incentive | 0.870* | | | |
| | VL | Value | 0.935* | | | |
| Servant Leadership | AW | Awareness | 0.945* | 0,977 | 0.879 | 0.981 |
| | CL | Conceptualization | 0.969* | | | |
| | EM | Emphaty | 0.910* | | | |
| | HL | Healing | 0.949* | | | |
| | LN | Listening | 0.835* | | | |
| | PR | Persuasion | 0.978* | | | |
| | SD | Stewardship | 0.970* | | | |
| | Engagement | AB | Absorption | | | |
| CD | | Career Development | 0.926* | | | |
| CP | | Concern for productivity | 0.809* | | | |
| DE | | Dedication | 0.949* | | | |
| LY | | Loyalty | 0.785* | | | |
| OW | | Ownership | 0.924* | | | |
| VG | | Vigor | 0.781* | | | |

*Correlation is significant at the 0.05 level

Result and Discussion:

Figure 1 shows the beta values and R square that represent how much endogen variable is being explained by exogen variables. Furthermore, T-values were used to indicate whether the relationship between those exogen and endogen variables is significant. The research findings are shown in Table 2 below:

Table 2 Research Findings

| No | Hypothesis | γ | R ² | T-value | p-value |
|----|---|----------|----------------|---------|---------|
| 1 | The Effect of Organizational Culture on Engagement | 0.654 | - | 6.966 | 0.000 |
| 2 | The Effect of Servant Leadership on Engagement | 0.196 | - | 2.036 | 0.044 |
| 3 | The stimulant Effect of Organizational Culture and Servant Leadership on Engagement | - | 0.654 | - | - |

The beta value for individual Organizational Structure is positive 0.654, and Servant Leadership is positive 0.196. Those beta values represent that both Organizational Structure and Servant Leadership have a positive relationship with engagement. It means that a stronger Organizational Culture and Servant Leadership implementation will lead to stronger engagement of health workers. The R square value (0.654) shows that the stimulant effect from both variable Organization Structure and Servant Leadership is 65.4%, and the Epsilon value or the effect of other factors is 34.6%. The value of R square fall within the moderate–substantial effect (Hair et al., 2017).

The structural model evaluation resulted in the T-value of organization culture being 6.966 or more than T- table 1.96 at the 0.05 level and a p-value of 0.000 or less than 0.05. It indicates that organizational culture has a significant effect on health worker engagement. Moreover, the T-value of servant leadership is 2.036 or more than T table 1.96 at the 0.05 level, and the p-value is 0.000 or less than 0.05. It indicates that servant leadership has a significant effect on health worker engagement. Comparing the T-values of those variables, the effect of Organizational Culture on health worker engagement is stronger than Servant Leadership.

The research result has proven that hypotheses H₁, H₂, and H₃ are accepted. The result is in line with a previous study that organizational culture positively and significantly influences employee engagement in private hospitals (Abrianto & Srimulyani, 2021). The organization's culture gives a clear and consistent set of values that governs how employees do business and is associated with employee engagement (Huhtala et al., 2015). A hospital with stronger organizational culture has highly engaged health workers. Furthermore, the result is consistent with previous studies that servant leadership positively and significantly affects employee engagement (De Sousa & van Dierendonck, 2014; Van Dierendonck et al., 2014; Yang et al., 2017). Servant leadership can help produce engaged

employees by motivating employees by placing employees' interests above the leader's own, involving employees in decision-making, and developing and guiding the employees. There is an important role of social exchange in the influence of servant leadership wherein servant leaders can increase morale and employee dedication to work (Bao et al., 2018).

CONCLUSION

The study found that organizational culture and servant leadership positively and significantly affect health workers' engagement. The role of organizational culture has a stronger effect on health workers' engagement than servant leadership. The organizational culture and servant, leadership had a strong stimulant effect on health workers' engagement.

This research results recommend fostering work values in maintaining an organizational culture of the hospitals through more effective communication, such as providing clear directions and easy tools to mention policies and procedures. The organization can offer classroom training to health workers to drive their knowledge or skill improvement, facilitate team building activities such as eating together, exercise forums to encourage participants to think, be open and share ideas, and listen to colleagues. In addition, the organization can reinforce the values through digital signage or mobile notifications via their smartphones.

This research also recommends increasing the spirit of service from the supervisor toward his/her employee subordinate. The leader should be aware of their subordinate's day-to-day tasks, have an open discussion to support uneasy tasks, explain the reason behind the task, listen to their subordinate idea, and lead by example to instill their values in others.

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