



DOES ORGANIZATIONAL CULTURE AND SERVANT LEADERSHIP IMPROVE HEALTH WORKERS' ENGAGEMENT IN HOSPITALS?

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Abstract

Numerous research studies have recently found that hospital health worker engagement correlates directly with critical safety, quality, and patient experience outcomes. Therefore, it is important to understand the current State's of health worker engagement and its drivers to provide reliable *services to patients*. *This study aims to determine the effect of organizational culture and servant leadership on health worker engagement in hospitals. The study participants consisted of 193 front-line health workers who had taken random sampling techniques from health workers of three hospitals. The study used a survey method designed by questionnaires. The research found that organizational culture has a positive and significant effect on health worker engagement in hospitals. Otherwise, servant leadership has a positive but not significant effect on health worker engagement in hospitals. The findings of this study recommend creating a structured, transparent, involving everyone in the process to some degree and progressive organizational culture in hospital.*

Keywords: Engagement, Health Workers, Organizational Culture, Servant Leadership.

INTRODUCTION

Service quality to patients in health practices, especially hospitals, is critical to patient recovery. Employees play an essential role in determining the quality of service to customers for service-based companies (Pahi et al., 2020). At first, the patient evaluates the degree of illness and then selects the quality of medical services in the hospital and family income (Che et al., 2023). Healthcare workers' sensitivity to high-quality services causes patients to feel more satisfied with the treatment (Goula et al., 2022). The service quality of patients is a primary factor in the health sector (Ahmad et al., 2021).

Engaged health workers provide high-quality service to patients. Therefore, public organizations in many countries recognize engagement as a motivational approach that connects engaged employees with customer satisfaction (Fletcher et al., 2020). Work engagement has a positive relationship with the task Performance of health workers (Habib et al., 2020). Nurses' engagement and satisfaction are significantly associated with the nurses' caring behaviours (De Los Santos & Labrague, 2021). Health worker engagement is a resource that delivers quality outcomes for health care services (Slåtten et al., 2022). Improved nurse engagement can maintain quality care even in adverse situations (Henderson et al., 2022).

Engaged health workers show high morale, are full of concentration, and provide high-quality services. However, there is some evidence that general attitudinal outcomes of engagement, such as positive work-related attitudes, individual in-role Performance, and potential for increased quality of care (Fletcher et al., 2020). Therefore, employees who are engaged in their jobs show higher levels of dedication and extra-role behaviours (Aboramadan & Dahleez, 2020). There is a strong positive correlation between nurse engagement, which leads nurses to do more enthusiasm and concentration, and how much effort is put into the job, ultimately impacting the quality of care provided (Al-

Dossary, 2022). Work engagement can describe how nurses feel intrinsically engaged and motivated at work (Habib et al., 2020). An engaged workforce can substantially improve patient experience and perception of service quality (Slåtten et al., 2022).

Organizational culture consists of a set of basic beliefs commonly held by group members (Sackmann, 2022). This set is typical for the group and influences the members' perceptions, thinking, actions, and feelings; it may manifest in the group members' actions and their artefacts. Organizational culture evolves from the group members' experiences and may further develop in their interactions; it is learned and passed on to new members of the group and drops out of awareness over time. Organizational culture causes high levels of engagement, transforming into high productivity (Ashley & Parumasur, 2024). According to (Nekula & Koob, 2021), organizational culture is a bridge between the organization and employees, improves the responsibilities of employees as well and gives employees empowerment in the decision-making process.

Servant leadership has a positive influence on health worker engagement. Organizations must train superiors to be servant leaders to be significant supervisors and build employee trust by increasing engagement (Zeeshan et al., 2021). In multiple studies, positive leadership styles, such as servant leadership, characterized by personal integrity and serving others, have been linked to engagement (Decuyper & Schaufeli, 2021). Servant leadership's characteristics meet their followers' psychological needs, such as autonomy and self-growth, encourage professionalism and relatedness, and can increase followers' engagement (Kaltainen & Hakanen, 2022). Servant leaders who support subordinates tend to drive the energy of subordinates to engage more physically and emotionally (Zada et al., 2022).

The role of health workers in hospitals is very vital to patient health. Moreover, engagement is an important factor to drive their best work, to motivate their contribution to the success of the organization and provide exceeding efforts to serve the patient. However, in fact there are several phenomena that indicate problems with the health workers engagement in various hospitals in Indonesia. The engagement problems were the high turnover rate (around 50%), high burn-out syndrome cases (83% of health workers during the Covid-19 pandemic) and the high number of complaints in hospitals (Ariadi, 2019; Diana, 2019; Lumbantobing et al, 2020).

As health worker engagement plays a significant role in constantly developing the best service in the hospital, this research was conducted to understand the current State's of health worker engagement in hospitals and its drivers to provide reliable services to patients. Those explanations led us to the hypothesis as below:

- H₁. Organizational culture significantly positively affects health workers' engagement in hospitals.
- H₂. Servant leadership significantly positively affects health workers' engagement in hospitals.

LITERATURE REVIEW

Employee engagement is the full utilization of employee's physical, cognitive and emotional resources while working (Linggiallo et al., 2021). Miawati et al. (2020) defines employee engagement as the extent to which employees are attached and involved (physically, cognitively and emotionally) to their work and organization, feel satisfied with their work conditions, feel confident in their work, are enthusiastic about contributing to achieving organizational goals, and feel ownership and commitment to the organization. According to Schaufeli (2017), engagement is a positive, fulfilling, and work-related state of mind, and consists of three primary elements of engagement namely vigor, dedication, and absorption.

Organizational culture is a pattern of basic assumptions of a particular group that has been discovered, or developed in learning to overcome problems of external adaptation and internal integration, and has worked well enough to be considered valid, and is taught to new members as the correct way to perceive, think, and feel in relation to the problems faced (Scandura, 2019). Robbins & Judge (2017) define organizational culture as a system of meaning held together by members that distinguishes the organization from other organizations. Wahyuningsih et al. (2019) state that organizational culture is the basic values, beliefs, and principles that guide the organization's management system and a set of management practices and behaviors that serve as good examples and reinforce basic principles. In conclusion, organizational culture is a pattern of basic assumptions that underlie all organizational actions, decisions and behaviors of leaders and all employees and is taught to new employees, and serves to distinguish the organization from other organizations.

Northouse (2016) defines servant leadership as leadership that prioritizes service, starting with a natural feeling to serve and to prioritize service, and then consciously this brings aspirations and encouragement in leading others. Zou et al. (2015) concluded that servant leadership is leadership that manages organizational challenges by subordinating personal interests to organizational stakeholders and that sees leadership as an opportunity to serve individuals, organizations and communities rather than as a vehicle for achieving personal power and prestige. In conclusion, servant leadership is the behavior of leaders who put the interests of subordinates above their own interests, understand the conditions of subordinates and their environment, map and conceptualize long-term plans, have a commitment so that their subordinates can develop, be healthy, independent, have a spirit of service and can make a positive contribution to their environment.

This study used The Job Demands-Resources (JD-R) as a basic theory. The JD-R model integrates two basic psychological processes. First, a stress process which is triggered by excessive job demands and lacking resources cause burnout and lead to negative outcomes. Second, a motivational process, which is triggered by abundant job resources cause work engagement and lead to positive outcomes. Based-on the JD-R theory, organizational culture and servant leadership are including in job-resources that cause enhance work engagement (Schaufeli, 2017).

METHOD

The cross-sectional study was carried out on the health workers of three hospitals in Tasikmalaya City, Indonesia. Using a random sampling technique, 193 health workers were selected from 372 hospital patients. The criteria for participants were health workers and permanent employees with a minimum of one service per year in those hospitals. The respondents' ages ranged between 21 and over 50. Participants consisted of nurses, midwives, laboratory analysts and other frontline health workers.

All participants were asked to fill in the questionnaire and to rate on a 5-point Likert Scale to measure how they perceived the study variables. Instruments measuring employee engagement used three indicators: vigour, dedication, and absorption (UWES). The instrument measuring organisational culture used four indicators: involvement, consistency, adaptability and mission (Denison). Instruments to measure servant leadership used seven indicators: emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically.

RESULTS AND DISCUSSION

The hypotheses (1, 2) were tested using the Structural Equation Model (SEM) and PLS-Smart. Three criteria were examined for measuring model evaluation: Loading Factor (LF), Cronbach Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE).

Figure 1 shows the test results of the validity of the reflective indicators in public hospitals. The loading factor represents the correlation between the indicator and construct scores.

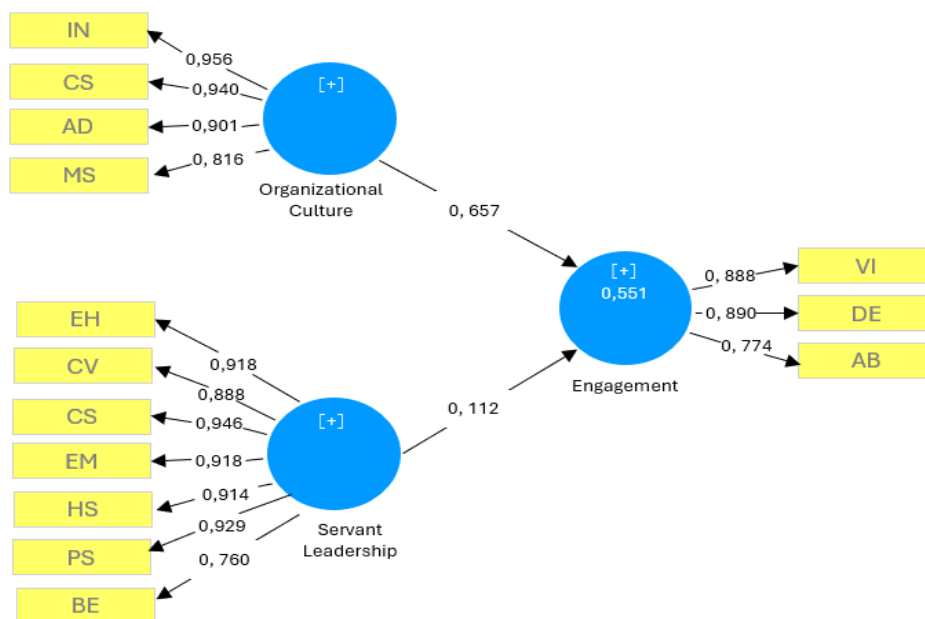


Figure 1 Standardized Solution Hospital

Table 1 shows that all standardized loadings met convergent validity because their values ranged between 0.760 and 0.956 or more than 0.7. Furthermore, all the values of CA are more than 0.7, and they meet the reliability of the data. 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 (Hair, 2016).

Table 1 Loadings, Cronbach's Alpha, Composite Reliability and Average Variance Extracted

Variable	Indicator	Code	LF	CA	CR	AVE
Organizational Culture (X1)	Involvement (X _{1.1})	IN	0,956	0,904	0,923	0,604
	Consistency (X _{1.2})	CS	0,940	0,869	0,906	0,658
	Adaptability (X _{1.3})	AD	0,901	0,853	0,896	0,636
	Mission (X _{1.4})	MS	0,816	0,677	0,861	0,756
Servant Leadership (X2)	Emotional Healing (X _{2.1})	EH	0,918	0,825	0,884	0,656
	Creating Value for Com (X _{2.2})	CV	0,888	0,785	0,875	0,700
	Conceptual Skills (X _{2.3})	CS	0,946	0,899	0,937	0,832
	Empowering (X _{2.4})	EM	0,918	0,852	0,931	0,871
	Helping Subordinates Grow (X _{2.5})	HS	0,914	0,809	0,913	0,839
	Putting Subordinates First (X _{2.6})	PS	0,929	0,824	0,895	0,740
	Behaving Ethically (X _{2.7})	BE	0,760	1,000	1,000	1,000
Engagement (Y)	Vigor (Y ₁)	VI	0,888	0,730	0,848	0,651
	Dedication (Y ₂)	DE	0,890	0,775	0,870	0,691
	Absorption (Y ₃)	AB	0,774	0,621	0,839	0,723

The research findings are shown in Table 2 below. The original sample value for organizational structure is positive 0.657, and servant leadership is positive 0,112. Those values represent that organizational structure and servant leadership have a positive relationship with engagement. A stronger organizational culture and servant leadership implementation will lead to stronger engagement among health workers.

The structural model evaluation resulted in a T-value of organization culture of 7,027 or more than T-table 1.96 at the 0.05 level and a p-value of 0.000 (less than 0.05). It indicates that organisational culture significantly affects health workers' engagement. Moreover, the T-value of servant leadership is 1,064 or less than T table 1.96 at the 0.05 level, and the p-value is 0.288 (more than 0.05). It indicates that organizational culture significantly affects health workers' engagement, while servant leadership does not significantly affect health workers' engagement.

Table 2 Research Findings

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture (X1) -> Engagement (Y)	0,657	0,658	0,093	7,027	0,000
Servant Leadership (X2) -> Engagement (Y)	0,112	0,112	0,105	1,064	0,288

Analysis of the Determination Coefficient

Table 3 The Determination Coefficient (R Square)

	R Square	R Square Adjusted
Engagement (Y)	0,551	0,543

The table above shows that the coefficient of determination (R Square) is 0,551, and the adjusted R square value is 0,543. It can be explained that all independent variables simultaneously contributed 54.3% to engagement, while the remaining 46,7% was influenced by other variables not examined in this study. The influence includes moderate (more than 33%).

Analysis of Effect Size

Table 4 The Effect Size (F Square)

	F Square
Organizational Culture (X ₁) to Engagement (Y)	0,448
Servant Leadership (X ₂) to Engagement (Y)	0,013

Based on the table above, the effect of Organizational Culture on Engagement is strong, with F square 0,448 (more than 0,35). The effect of Servant Leadership is weak, with F square 0,013 (less than 0,02).

Goodness of Fit

Table 5 Goodness of Fit Model

	Saturated Model	Estimated Model
SRMR	0,085	0,089

Based on the Standardize Root Mean Square (SRMR) value, 0,089 (less than 0,1) shows the model fit.

The role of organizational culture in Improving Engagement

The original sample value, T-value, p-value and F-value proved that organizational culture has positive significant and strong in improving health workers' engagement. It is consistent with the previous research results that the organizational culture significantly and positively affects hospital employee engagement (Abrianto & Srimulyani, 2021). The organization's culture gives a clear and consistent set of values that govern how employees do business and are associated with employee engagement (Huhtala, 2015). The specific content of an organization's culture influences the behaviour of employees. This influence concerns their attitude and motivation, influencing their

engagement and identification with their work, team, and the organization. With a stronger organizational culture, the hospital has highly engaged health workers.

The role of servant leadership in Improving Engagement

The original sample value, T-value, p-value and F-value proved that servant leadership has positive but is not significant and weak in improving health worker's engagement. It can be explained that servant leadership is not a relational leadership behavior that can improve health worker engagement significantly. It is in accordance with the research of Alluhaybi et al. (2023), that employee engagement can be enhanced by implementing relational leadership behavior. Moreover, several studies evaluated transformational leadership lead high engagement staff (Ystaas et al., 2023; Manning, 2016; Mauno et al., 2016; Peng & Tseng, 2019; Salanova et al., 2011; Banks et al., 2018).

The role of organizational culture and servant leadership in Improving Engagement

The determination coefficient value showed that both organizational culture and servant leadership variables simultaneously affects in improving health workers' engagement moderately.

CONCLUSION

The research found that organizational culture has positive, significant and strong effects in improving health workers' engagement. Whereas Servant leadership has positive but is not significant and weak effect in improving health worker's engagement. Both organizational culture and servant leadership variables simultaneously affect improving health workers' engagement. The study has important implications for improving health workers' engagement with managing the factors stimulating work engagement. Based on the findings of this study, it is recommended to implement organizational culture deeply, by creating a structured, transparent, progressive organisational culture in hospitals that involve everyone in the process to some degree.

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