

The Influence of Work Engagement on Job Satisfaction and Human Resource Performance in South Sulawesi Provincial Hospital 2022

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ABSTRACT

One of the most important factors for an individual to have at work is work engagement which is a concept that can reflect that an individual has passion, focus, and also strong dedication to work at the company. Work engagement is also defined as a positive and satisfying mental state related to work that is characterized by vigor, dedication, and absorption.¹ An HR can be said to be work engagement when an HR is able to make his work a priority for himself and personally for the organization besides that work engagement is personal HR who are proud to have been part of an organization so that they are able to work according to the jobdesk given (Rohana Manalu *et al.*, 2021). This study aims to analyze the effect of Work Engagement on Job Satisfaction and HR Performance at the South Sulawesi Provincial Hospital. This type of research is quantitative research using an analytic observational design with a cross sectional study approach. The sample in this study were health workers using a stratified random sampling technique of 316 people. The samples taken in this study were 152 employees at Laburan Baji Hospital, 122 Haji Hospital and 42 people at Sayang Rakyat Hospital. Data analysis used univariate, bivariate & path analysis.

The results showed that there was a direct effect of work engagement on job satisfaction and HR performance with a coefficient of 0.525 and 0.267 for each with a p value (0.000) < 0.05 (significant). In addition, there is a direct effect of job satisfaction on HR performance, namely a coefficient value of 0.620 with a p value (0.000) < 0.05. Meanwhile, the effect of work engagement on HR performance through job satisfaction obtained a coefficient value of 0.326 with a p value (0.000) < 0.05. which means Work Engagement has an influence on HR Performance through Job Satisfaction.

Key words: Work engagement, Satisfaction, Performance.

INTRODUCTION

Work engagement is a current issue in the management of Human Resources (HR). Work engagement is defined as a positive, satisfying mental state related to work that is characterized by vigor, dedication, and absorption.¹ Research on work engagement has shown a positive effect on employment. First, work engagement itself is a positive individual experience.¹ Second, work engagement is related to health and good work effects for employees.² Third, work engagement helps individuals benefit from stressful work. Fourth, work engagement is positively correlated with organizational commitment² and ultimately has an impact on employee performance.³ These things are important for managers to strengthen work engagement, because employees who are not engaged are at the center of the problem if workers lose commitment and motivation,⁴ increased tendencies to leave the organization or company (turnover), low levels of attendance and decreased HR performance. (Caldwell *et al.* 1990).

According to Khan, (1990)³ work engagement in work is conceptualized as members of an organization carrying out their work roles, working and expressing themselves physically, cognitively and emotionally while working. Which means that work is everything for life. Work engagement is a concept that can reflect that an individual has

passion, focus, and also a strong dedication to work at the company. Individuals who usually carry out their duties according to their responsibilities.

Job satisfaction is the difference between how much of everything that should be received with everything that actually exists today. There are several dimensions that must be considered in HR job satisfaction, this was stated by the theory of Martin *et al.*, (2016)⁵ which divides into four dimensions, namely hospital management, hospital facilities, healthcare providers and pay and benefits. Healthcare providers and pay and benefits and McCloskey/Mueller (1990)⁶ namely Work Balance/Family, Extrinsic Award, Scheduling Satisfaction, Professional Opportunities, Control/Responsibility, Praise/Recognition, Co-Workers, Interaction. By using the determinants of job satisfaction, there are several studies from previous studies related to this research. According to research by Zhang *et al.*, (2020) shows that work engagement has an effect on job satisfaction. Likewise, research conducted by De Simone *et al.*, (2018)⁷ job satisfaction is very important to increase work engagement.

HR performance is the amount of work done in a specified period of time. A person's performance is also reflected in his ability to achieve certain predetermined or standardized requirements. There are several dimensions that must be considered in HR performance, this was stated by the theory of

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Bernardin & Russell, (1993)⁸ which divides into six dimensions, namely quality, quantity, timeliness, cost effectiveness, need for supervisors and interpersonal impact. Several previous studies related to this research. According to research by Nasurdin *et al.*, (2018)⁹ shows that work engagement mediates HR performance improvement. Research was also conducted by Raji *et al.*, (2021)¹⁰ showing that performance has a significant effect on work engagement.

MATERIALS AND METHODS

Location and research design

This research will be carried out at the South Sulawesi Provincial Hospital. The type of research used is quantitative research using an analytic observational design with a cross sectional study approach.

Population and sample

The population was inpatients with more than one visit using stratified random sampling, namely 316 people.

Method of collecting data

The instrument used in data collection is a modified standard questionnaire and has been tested for validity and reliability, the independent variable is work engagement, while the dependent variable is job satisfaction and HR performance.

Data analysis

Univariate analysis was carried out to get an overview of the research problem by describing each variable used in the study and the characteristics of the respondents. Univariate analysis consists of the frequency distribution of the general characteristics of the respondents and the frequency distribution of the research variables. Bivariate analysis was carried out to see the relationship between the two independent variables and the dependent variable with the statistical test used was the Chi Square test. Multivariate analysis is path analysis using the Smart PLS Program.

RESULTS

Characteristics of respondents

Based on the table 1, it is known that the most frequent characteristics based on professions are nursing, namely 138 people (43.7%). Characteristics based on work units, the most common were in the ER unit with 133 people (42.1%). Characteristics based on Age Group are mostly 30-39 years old, namely 193 people (61.1%). The characteristics based on gender were mostly women, namely 233 people (73.7%). Characteristics based on education that most often are professions, namely 152 people (48.1%). Characteristics based on the most years of service are 6 -10 years, namely 164 people (50.6%). Characteristics based on working hours, the most are 20-39 hours a week, namely 203 people (64.2%). Characteristics based on work status are mostly PNS/ Permanent Staff, namely 300 people (94.9%).

Univariate analysis

Based on Table 2, it shows that in the work engagement variable, 96 (30.4%) people said they disagreed and 220 (69.6%) people agreed. In the job satisfaction variable, 126 (39.9%) disagreed and 190 (60.1%) agreed, while in the HR performance variable 130 (41.1%) said they disagreed and 186 (58.9%) agreed.

Bivariate analysis

Based on Table 3, it shows that in the work engagement variable, 96 (100%) stated that they did not agree, as many as 77 (80.2%) stated that they did not agree with job satisfaction and 19 (19.8%) agreed, while

Table 1: Distribution of the characteristics of research respondents at the South Sulawesi Provincial hospital in 2022.

Characteristics	Sample			
	n	%		
Hospital	Labuang Baji Hospital	152	48.1	
	Haji Hospital	122	38.6	
	Sayang Rakyat Hospital	42	13.3	
	Total	316	100.0	
Profession	Medic	77	24.4	
	Nurses	138	43.7	
	Nursery	49	15.5	
	Non Medic	52	16.5	
	Total	316	100.0	
	Emergency unit	133	42.1	
	Out treatment	34	10.7	
Working unit	In hospital treatment	94	29.7	
	ICU/ICCU/IMC	1	.3	
	Radiology	4	1.3	
	Laboratory	35	11.1	
	Farmacy	12	3.8	
	Nutrition	1	.3	
	Others ...	2	.6	
	Total	316	100.0	
	Age	20-29 year	25	7.9
		30-39 year	193	61.1
40-49 year		92	29.1	
50-59 year		6	1.9	
Total		316	100.0	
Male		83	26.3	
sex	Female	233	73.7	
	Total	316	100.0	
Education	Senior high school	2	.6	
	Diploma	71	22.5	
	Bachelor degree	58	18.4	
	Professional	152	48.1	
	Master degree	31	9.8	
	Others	2	.6	
	Total	316	100.0	
Working period	1-5 year	100	31.6	
	6-10 year	164	50.6	
	11-15 year	40	12.6	
	>16 year	12	3.8	
	Total	316	100	
Number of working hour / weeks	Less than 20 hours a week	3	.9	
	40 hours or more a week	109	34.5	
	20-39 hours a week	204	64.5	
	Total	316	100.0	
Working status	Civil servant	301	95.2	
	Non-civil servant	15	4.7	
	Total	316	100.0	

out of 220 (100%) agreed that 171 (77.7%) agreed on job satisfaction and 49 (22.3%) people disagreed.

Table 2 also shows that in the work engagement variable, 96 (100%) said they did not agree, 78 (81.3%) said they did not agree with HR performance and 18 (18.8%) agreed, while out of 220 (100%) agreed that as many as 168 (76.4%) agreed to HR performance and 52 (23.6%) people disagreed.

Of the respondents who disagreed with job satisfaction, 113 (89.7%) said they disagreed with HR performance, while 173 (91.1%) agreed with HR performance for respondents who agreed with job satisfaction.

Table 2: Frequency distribution by category work engagement, job satisfaction and HR performance at the South Sulawesi Provincial hospital in 2022.

Variable	Variable Category				Total	
	Not agree		Agree		Number	%
	Number	%	Number	%		
Work Engagement	96	30,4	220	69,6	316	100,0
Working satisfaction	126	39,9	190	60,1	316	100,0
Human resource performance	130	41,1	186	58,9	316	100,0

Table 3: The relationship between the independent variables and the dependent variable at the South Sulawesi Provincial hospital in 2022.

Variable relationship		Working satisfaction						P Value
		Not agree		Agree		Total		
		n	%	n	%	n	%	
Work Engagement	Not agree	77	80,2	19	19,8	96	100	0,000
	Agree	49	22,3	171	77,7	220	100	
	Total	126	39,9	190	60,1	316	100	
Work Engagement	Human resource performance							
	Not agree	78	81,3	18	18,8	96	100	0,000
	Agree	52	23,6	168	76,4	220	100	
Total	130	41,1	186	58,9	316	100		
Working satisfaction	Human resource performance							
	Not agree	113	89,7	13	10,3	126	100	0,000
	Agree	17	8,9	173	91,1	190	100	
Total	130	41,1	186	58,9	316	100		

Table 4: Path coefficients.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Working satisfaction -> Human resources SDM Performance	0.620	0.624	0.036	17.015	0.000
Work Engagement -> Working satisfaction	0.525	0.531	0.051	10.271	0.000
Work Engagement -> Human resources SDM Performance	0.267	0.263	0.052	5.141	0.000

Table 5: Specific indirect effects.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Engagement -> Kepuasan Kerja -> Kinerja SDM	0.326	0.331	0.034	9.713	0.000

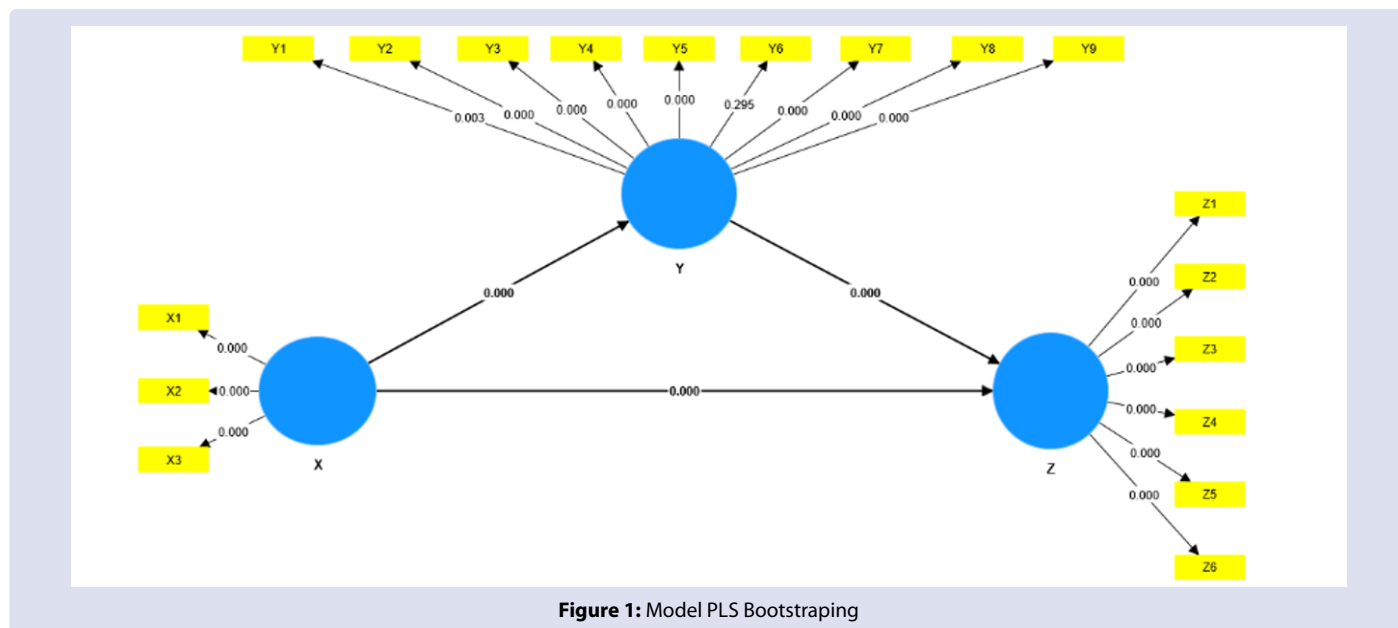


Figure 1: Model PLS Bootstrapping

Statistical test results using the chi-square test obtained for all variables a value of $p = 0.000 < \alpha$ value (0.05), which means that the relationship between these variables is significant.

Path analysis

Parameter coefficient values can be seen in the value (original sample), standard error (standard deviation) and t-statistical values and p-values can be seen in the table below.

Direct influence: The table above shows that Work Engagement on Job Satisfaction obtained a coefficient value of 0.525 with a p value (0.000) < 0.05 , which means Work Engagement has a direct effect on Job Satisfaction. In Job Satisfaction on HR Performance, a coefficient value of 0.620 is obtained with a p value (0.000) < 0.05 , which means that Job Satisfaction has a direct effect on HR Performance, while in Work Engagement on Performance a coefficient value is obtained of 0.267 with a p value (0.000) < 0.05 which means that Work Engagement has a direct effect on HR Performance.

Indirect influence: The effect of Work Engagement on HR Performance through Job Satisfaction obtained a coefficient value of 0.326 with a p value (0.000) < 0.05 , which means Work Engagement has an influence on HR Performance through Job Satisfaction.

DISCUSSION

The direct effect of work engagement on HR performance.

Work engagement is the attitude and behavior of the degree to which employees at work can express themselves totally both physically, cognitively, affectively and emotionally. Employees find meaning in work, pride in being part of the company where they work, work to achieve the overall vision and mission of a company. Employees will go the extra mile and strive for work beyond what is expected both in time and energy.

Based on the statistical test results, it was found that there was a significant effect of work engagement on HR performance with a coefficient value of 0.525 and a $p = 0.000$. So, it can be concluded that the alternative hypothesis is accepted.

This is in line with research conducted by Asipola *et al* in 2021¹¹ which concluded that from the research results it was found that work engagement (X) has a more dominant effect on the performance of employees of the Binjai Branch Employment BPJS. In addition, Work Engagement has a positive and significant effect on employee performance at the Binjai Branch Employment BPJS with $t_{count} > t_{table}$ (2,759 $>$ 2,030) and a regression coefficient value of 0,389 or 38.9%.

Employees who have high work engagement will work more than enough well, they work committed to goals, use intelligence to make choices about how best to complete a task, monitor their behavior to ensure what they do is right and in accordance with goals to be achieved, and will make decisions to correct if necessary.

The effect of work engagement on HR performance through job satisfaction.

Work engagement is a combination of satisfaction and commitment, and satisfaction refers more to emotional or attitudinal elements, while commitment involves more motivational and physical elements. Work engagement moves beyond satisfaction which incorporates various perceptions of employees who collectively demonstrate high performance, commitment, and loyalty.

The results of the path analysis test for the effect of work engagement on organizational performance through job satisfaction obtained a coefficient value of 0.326 with a p value (0.000) < 0.05 , which means indirectly have a significant influence.

The results of this study also show that there is a significant effect of work engagement on job satisfaction with a coefficient value of 0.620 with a p value (0.000) < 0.05 , which means that work satisfaction has a direct effect on HR performance. This is in accordance with the research of S. Cahyati *et al* (2019)¹² which shows the results of the study that an F value of 10,055 was obtained with a significant level of 0.002 ($p < 0.01$) and an R Square value of 0.130. These results indicate that work engagement affects job satisfaction by 13%, where the remaining 87% is another factor that influences variables outside the study. Furthermore, according to Moura, Ramos and Jesus (2015)¹³ that there is a positive and significant relationship between work engagement and job satisfaction, so that if the level of work engagement is high in individuals, job satisfaction will be high.

Hospital services must work hard to improve professionalism. This is necessary to meet every demand and demand from society that continues to grow and develop in pursuit of quality. When looking at the many demand factors in hospital services, efforts to keep hospital services optimal in work are one way to increase work engagement, so the importance of work engagement in order to increase job satisfaction in hospital services.

Employees with work engagement not only have the capacity to be satisfied at work, but they enthusiastically apply the energy of satisfaction they have to their jobs. Work engagement also reflects intensive involvement in work, employees who have work engagement have more attention to the company, think about important details, enjoy their work, feel the experience of being immersed in work so that they forget about time and reduce all kinds of distractions at work.

CONCLUSION

The results of the study show that there is a direct effect of work engagement on job satisfaction and HR performance with each T value of 10.271 $>$ 1.96 and 5.141 $>$ 1.96 (significant). In addition, there is a direct effect of job satisfaction on organizational performance with a T value of 17.015 $>$ 1.96. Meanwhile, the effect of work engagement on HR performance through job satisfaction obtained a T value of 9.713 $>$ 1.96 with a p value (0.000) $<$ 0.05, which means indirectly have a significant influence.

SUGGESTION

Hospital management is expected to pay more attention to aspects that also influence employee performance such as job satisfaction and work motivation so that employee performance can be maximized.

Hospital management should continuously motivate employees, such as rewarding outstanding employees, strengthening family relationships among fellow employees by holding joint gatherings and regular meetings every month, being aware of the strengths and weaknesses of each employee's characteristics, by taking this approach can optimize employee performance and assist employees in improving work performance.

It is suggested to further researchers to be able to examine other factors in this study and to conduct similar research with a wider research scale so that it is possible to obtain more complete new research results.

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