

## THE INFLUENCE OF EMPLOYEE ENGAGEMENT MEDIATION ON THE PERFORMANCE OF HEALTH WORKERS AT THE SABANG CITY REGIONAL GENERAL HOSPITAL

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### Abstract

*This study aims to elaborate on the mediating effect of employee engagement on the performance of healthcare workers at the General Hospital of Sabang City. The research sample was taken from the employees of the General Hospital of Sabang City using the Slovin formula for sample calculation and a simple random sampling technique, resulting in 181 employees as the observed sample. The data analysis techniques used include path analysis, outer model analysis, inner model analysis, and hypothesis testing with the help of SmartPLS 4.1.0.5 software. Employee engagement has a significant positive relationship with employee performance. Happiness at work significantly influences employee engagement. Happiness at work does not have a significant impact on employee performance. Incentives have a significant positive relationship with employee engagement. Incentives do not have a significant impact on employee performance. Transformational leadership has a very strong and significant positive relationship with employee engagement. Transformational leadership has a significant positive relationship with employee performance. Happiness at work has a significant positive impact on employee performance through employee engagement. Incentives have a significant positive impact on employee performance through employee engagement. Transformational leadership has a significant positive impact on employee performance through employee engagement at the General Hospital of Sabang City.*

**Keywords:** *Employee engagement, Happiness at work, Transformational leadership, Incentives, Employee performance.*

### INTRODUCTION

Human resources play a crucial role in determining the progress and success of a company. Therefore, it is important for organizations to ensure that their human resources have the skills that match the demands of the job and are highly motivated to contribute maximally to achieving common goals. A vital institution in providing health services to the community is a hospital. In Sabang City, there is the only public hospital run by the government, known as the Sabang City General Hospital (RSUD Kota Sabang). RSUD Kota Sabang is a health institution that provides general services and has specialist personnel. Managing a hospital, including optimizing the performance of health workers in it, involves various complex aspects such as happiness at work, transformational leadership, incentives and employee engagement.

Referring to high employee engagement is believed to contribute positively to individual and organizational performance as a whole. In this study, mediation is applied to understand how the level of employee engagement specifically affects the performance of health workers in the Sabang City Hospital. The researcher conducted an initial survey on March 1, 2024, of 10 health workers at the Sabang City General Hospital. From the results of the initial survey, health workers at the Sabang City General Hospital felt that the incentives they received were still small compared to the amount of work that had to be completed and employees also felt that their leaders did not appreciate their performance, and did not feel happy while working, so they did not feel engaged with their work and employees only carried out their duties as is. This study aims to overcome the challenges in improving the performance of health workers at the Sabang City General Hospital by understanding the extent to

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which employee engagement affects their performance. In this context, the main focus is to explore the role of employee engagement as a mediator between certain factors and health worker performance, such as Happiness at Work, Transformational Leadership and Incentives. By understanding this complex relationship, this study is expected to provide valuable insights for hospital management in taking appropriate steps to improve employee engagement so as to foster a sense of ownership of their work, which has an impact on improving the performance of health workers and the quality of services provided to patients. To find out how employee engagement mediation influences the performance of health workers at Sabang City General Hospital, the author is very interested in further researching "The Effect of Employee Engagement Mediation on the Performance of Health Workers at Sabang City Hospital".

**Research Hypothesis**

- H1: Employee engagement has a positive influence on performance employees at Sabang City Hospital.
- H2: Happiness at work has a positive influence on employees engagement at Sabang City Hospital.
- H3: Happiness at work has a significant influence on performance employees at Sabang City Hospital.
- H4: Incentives have a positive influence on employee engagement in Sabang City Regional Hospital.
- H5: Incentives have a significant influence on employee performance at Sabang City Hospital.
- H6: Transformational leadership has a positive influence on employee engagement at Sabang City Hospital.
- H7: Transformational leadership has a positive influence on employee performance at Sabang City Hospital.
- H8: Happiness at work affects employee performance through employee engagement at Sabang City Hospital.
- H9: Incentives affect employee performance through employee engagement at Sabang City Hospital.
- H10: Transformational leadership influences employee performance through employee engagement at Sabang City Hospital.

**LITERATURE REVIEW**

**Theoretical basis**

***Happiness at Work***

According to Fisher, (2020), Happiness in the form of joy, appears in every typology of 'basic' human emotions. In this study, the happiness that is focused on is happiness at work, Happiness at work, known as Happiness at Work, refers to the positive experiences and satisfaction felt by individuals towards their work. Studies and research on *Happiness at Work* has shown that happy employees tend to have higher levels of job satisfaction, lower absenteeism, and better overall performance. Therefore, paying attention to and improving happiness in the workplace is becoming increasingly important for organizations to optimize the performance and well-being of their employees. There are indicators of happiness at work according to Aminingsih & Widyantoro, (2023), among others :

1. Life satisfaction  
Level of agreement on life needs, purpose, meaning and security at work.
2. Interpersonal relationships  
Interaction and harmony with close friends at work.
3. Self-affirmation  
Level of affirmation as self-competence and personal image.
4. Physical and mental health  
Research into employees' personal health conditions.

## **Transformational Leadership**

According to Safitri et al., (2024), Leadership is a major aspect in the business world, organizations, and society as a whole. In Transformational leadership there are four main components that need to be considered, namely, vision, inspiration, support and intellectual. Through this leadership style, transformational leaders are able to build strong relationships, motivate, and influence team members to actively participate in achieving a common vision. As a result, organizations often experience increased productivity, innovation, and high job satisfaction. Therefore, transformational leadership is considered one of the most effective approaches in achieving long-term success in organizations.

The indicators of transformational leadership according to Saputri, (2021) is:

1. This leadership has charisma that is recognized by its followers (charisma)
2. Leaders can provide inspiration or be a source of inspiration for their subordinates (inspirational)
3. His behavior and attention to subordinates is individualized (individualized consideration)
4. Leaders can stimulate thoughts or ideas from their subordinates (intellectual stimulation)

## **Incentive**

According to Ansari et al., (2024), Incentives refer to various material or immaterial incentives given to employees in recognition of their performance in achieving organizational goals. Incentives can be in the form of financial bonuses, job promotions, public recognition, or opportunities for career development.

According to Alfin et al., (2023) There are four indicators of incentives for employees, including:

1. Employee performance  
During working hours, what is shown by employees is working quickly and having high skills.
2. Duration of work  
Duration of work also affects the amount of incentives received by employees when carrying out or completing their activities.
3. Justice  
Fairness in an incentive system does not have to be identical, but must be connected to the relationship between sacrifice (input) and results (output). That is, the higher the sacrifice made, the higher the incentive expected.
4. Job evaluation  
It is an effort to determine the value of a particular position and compare it with the value of other positions in the organization.

## **Employee Engagement**

According to Susanto et al., (2023), Employee Engagement is the level of commitment and involvement of workers that are owned by the organization and the values applied in the organization. Employees who are truly involved are those who feel bound and of course have enthusiasm for their work and organization. This can be reflected in the increased efficiency of the service process, the level of accuracy of diagnosis and treatment, and the ability to handle emergency situations or complex cases.

According to Julian, (2021), there are four indicators to measure employee engagement, namely:

1. Work as a life goal  
Work participation is considered as the degree to which a person considers work conditions important, as well as being central to personal identity because of the opportunity to satisfy basic needs.

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2. Active participation in work  
In actively participating in work, high work involvement indicates the opportunity to make decisions related to work, make significant contributions to achieving organizational goals, and control personal destiny. Actively participating in work aims to increase self-esteem, autonomy, and the need for prestige.
3. Performance as the center of self-esteem  
In an effort to promote performance as part of self-esteem, job engagement suggests that achievement in work is central to feelings of good self-worth.
4. Performance and self-concept congruence  
Performance at work is in accordance with the expectations expected from the work tasks performed.

**Employee Performance**

Employee Performance according to Octarina & Ardana, (2022), explains that Performance is the result that workers want to achieve in carrying out the work given to them based on the skills and experience they have. The performance of health workers refers to the ability of health professionals, such as doctors, nurses, midwives, pharmacists, therapists, and other medical staff, in providing effective, efficient, and quality services to patients. This includes aspects such as the effectiveness of diagnosis and treatment, efficient use of resources, and providing care that meets established quality standards.

Improved performance of healthcare workers involved in their work often has a direct impact on patient satisfaction. Patients will experience better service, both in terms of individual attention, speed of response to their needs, and better treatment outcomes. This will create a positive experience for patients and will likely increase their loyalty to the hospital.

According to Fatmawati, (2020) employee performance indicators are as follows:

1. Quantity  
A is the amount of work or output produced by an employee in a certain period of time. The quantity of performance reflects the productivity and efficiency of an employee's work.
2. Quality  
The level of excellence or perfection of the work produced by an employee. Performance quality includes aspects such as precision, accuracy, and customer satisfaction with the products or services provided.
3. Punctuality  
the ability of an employee to complete a task or project within a specified time limit.
4. Ability to work together and be independent  
This indicator includes two aspects, namely the ability to work together with colleagues and the ability to be independent in completing tasks.

**RESEARCH METHODS**

This study uses an associative quantitative approach, which aims to identify the relationship between variables or other elements (Magda, 2022). This study was conducted at the Sabang City Regional General Hospital. located at Jl. Teuku Umar No.26, Kuta Ateueh, Sukakarya, Sabang City, Aceh. The population that was the object of this study was all permanent and contract employees at the Sabang City General Hospital totaling 329 people. This study used a sample of 181 people after going through a calculation method using the slovin formula with a simple random sampling technique. The sampling process carried out through the calculation method using the slovin formula will be explained as follows:

$$n = \frac{N}{(1 + Ne^2)}$$

$$n = \frac{329}{1 + (329 \times 0,05^2)}$$

$$n = 181$$

Information:

n = Number of research samples

N = Population size

e = Error

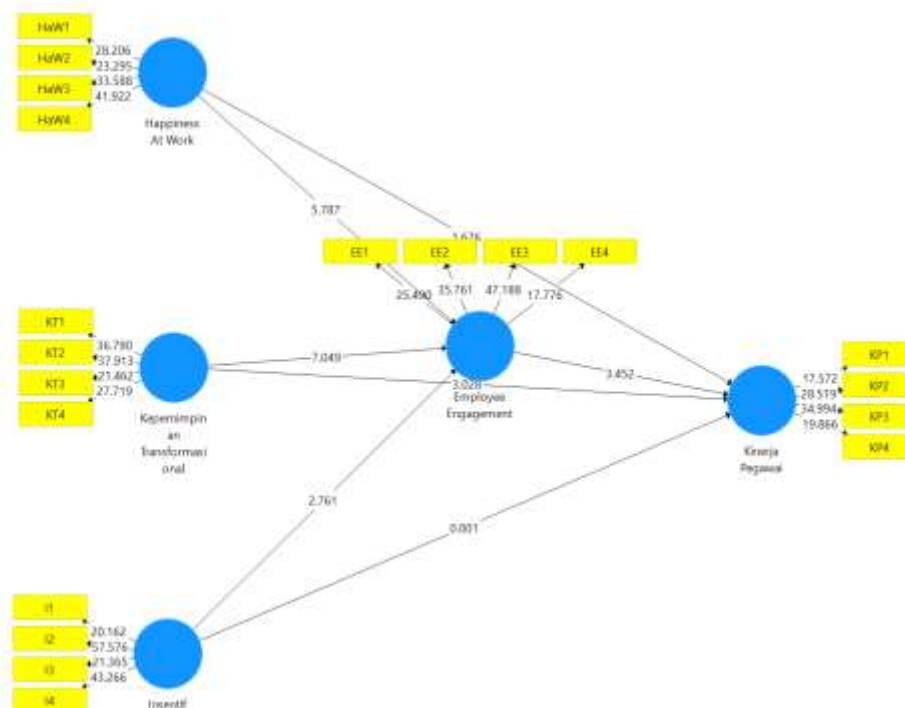
The method of data collection used in this research is Field Research.(Primary Data) and Library Research (Secondary Data). The data analysis technique in this study is using path analysis with SmartPLS 4.1.0.5 software. Partial Least Square (PLS).

## RESULTS OF ANALYSIS AND DISCUSSION

### Outer Model Analysis

In the analysis using SmartPLS, the outer model test includes validity and reliability tests, as suggested by Rahmasari et al. (2019). The validity test aims to ensure that the indicator is able to measure the intended variable accurately, including convergent and divergent tests. Meanwhile, the reliability test is used to assess the reliability of the indicator in measuring the same construct. The results of these two tests are used to evaluate the quality of the model and the interpretation of relevant empirical data to support valid research decisions.

**Figure 4.1**  
**Outer Model**



Source: Processed by Researchers (2024)

### Hypothesis Testing

The t-test as a tool to test whether there is an influence of independent variables (workload and work environment) on individual employee performance through work stress. Research with SmartPLS 4.1.0.5, statistical tests of each hypothesized relationship through simulation. Including the

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bootstrap method carried out on the sample. The purpose of bootstrap testing is to minimize the problem of abnormal survey data. The results of the SmartPLS analysis bootstrap test are as follows:

**Table 4.7**  
**Direct Influence**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (JO/STDEV)	P Values
Employee Engagement -> Employee Performance	0.369	0.356	0.107	3.452	<b>0.001</b>
Happiness At Work -> Employee Engagement	0.295	0.298	0.051	5,787	<b>0.000</b>
Happiness At Work -> Employee Performance	0.141	0.154	0.084	1,676	<b>0.094</b>
Incentives -> Employee Engagement	0.185	0.183	0.067	2,761	<b>0.006</b>
Incentive -> Employee Performance	-0.000	0.001	0.070	0.001	<b>0.999</b>
Transformational Leadership -> Employee Engagement	0.461	0.459	0.065	7,049	<b>0.000</b>
Transformational Leadership -> Employee Performance	0.294	0.301	0.097	3,028	<b>0.003</b>

**Mediation Test**

**Table 4.8**  
**Indirect influence**

	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P Values
<b>Happiness At Work -&gt; Employee Engagement -&gt; Employee Performance</b>	0.109	0.105	0.034	3.180	<b>0.002</b>
<b>Incentives -&gt; Employee Engagement -&gt; Employee Performance</b>	0.068	0.066	0.033	2,057	<b>0.040</b>
<b>Transformational Leadership -&gt; Employee Engagement -&gt; Employee Performance</b>	0.170	0.163	0.054	3.122	<b>0.002</b>

**Implications of Research Results**

The implications of the results of this study indicate that increasing employee engagement through various factors can significantly improve employee performance. First, high employee engagement has been shown to improve performance, so company management must focus on strategies that can improve employee engagement. Workplace happiness has been shown to increase engagement, so creating a pleasant work environment is an important key to improving employee engagement and performance. Although workplace happiness does not have a direct effect on employee performance, its impact is seen through increased engagement. Incentives have also been

shown to increase employee engagement, although they do not have a direct impact on performance, so incentive strategies must focus on increasing engagement to ultimately improve performance. Transformational leadership has a significant influence both directly and through employee engagement on improving performance. Therefore, developing transformational leadership in organizations is highly recommended to improve overall employee engagement and performance. The results of this study emphasize the importance of a holistic approach that includes workplace happiness, incentives, and transformational leadership to improve employee engagement and performance.

## CONCLUSION AND SUGGESTIONS

### Conclusion

1. *Employee engagement* has a significant positive relationship with the performance of Sabang City Hospital employees.
2. *Happiness at work*, incentives and Transformational Leadership have a significant influence on employee engagement at Sabang City Hospital.
3. *Happiness at work* and incentives do not have a significant influence on the performance of Sabang City Hospital employees.
4. Transformational leadership has a significant positive relationship with the performance of employees at Sabang City Hospital.
5. *Happiness at work*, Incentives and Transformational Leadership have a significant positive effect on employee performance through employee engagement at Sabang City Hospital.

### Suggestion

Based on the research results, the following are research suggestions that the author can convey:

1. Improving Employee Engagement: To improve employee performance, the management of Sabang City General Hospital needs to focus on improving employee engagement. This can be done through training and development programs, recognition of achievements, and creating a supportive work environment.
2. Increasing Workplace Happiness: Although workplace happiness does not directly affect performance, it is still important to increase employee happiness as it has a positive impact on employee engagement. Employee welfare programs, social activities, and comfortable work facilities can be effective measures.
3. Incentive Optimization: Although incentives do not have a direct impact on performance, they still play an important role in increasing employee engagement. Therefore, it is necessary to evaluate and develop a fair and transparent incentive system to motivate employees.
4. Enhancement of Transformational Leadership: Transformational leadership has been shown to have a very strong influence on employee engagement and performance. Management must continue to develop and implement this leadership style by providing training to leaders to become more inspiring, visionary, and supportive.
5. Integrated Workplace Happiness Program: Considering that workplace happiness has a significant positive effect on performance through employee engagement, Sabang City General Hospital needs to integrate programs that support happiness with strategies to increase employee engagement.

By implementing the suggestions above, it is hoped that the Sabang City General Hospital can significantly increase employee involvement and performance, so that health services to the community can be increasingly optimal.

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