

The Influences of Engaging Leadership on Work Engagement Government Employee at H Adam Malik General Hospital

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Abstract— This study aims at finding out the influence of engaging leadership on work engagement of Government Employees at H Adam Malik General Hospital. This study involved 112 government employees who had regular working hours and had worked over 1-35 years. This study used the quantitative method. Measuring instruments were the work engagement scale, and engaging leadership scale. The data is analyzed by multiple regression method and showed that engaging leadership significant to work engagement.. These results indicate that engaging leadership contribute to increasing work engagement in government employees of H Adam Malik General Hospital. This research implies that H Adam Malik General Hospital is expected to maintain leadership and implemented behavior related to engaging leadership to increase work engagement.

Keywords— Work engagement, Engaging leadership, Government Employees, H Adam Malik General Hospital.

I. INTRODUCTION

H. Adam Malik General Hospital is a type A hospital and is a national referral hospital owned by the Ministry of Health of the Republic of Indonesia. H Adam Malik General Hospital is under the supervision of the Director General of the Indonesian Ministry of Health. H. Adam Malik General Hospital is also obliged to carry out good administrative order in order to achieve good governance. In order to achieve good governance at H Adam Malik General Hospital, ideally the organization and employees together make a positive contribution to achieving organizational goals. Humans are one of the most important resources in hospitals that are able to implement the functions of planning, organizing, directing and directing various HR management tasks. This is one of the things that is very important and essential today along with the hospital information system which is the backbone of hospital operations.

An organization can successfully operate a competitive business community when it is committed to work (Mulyati, Himan, Riyono & Suhariadi, 2019). Attachment to work is very important because a person spends more time at work (Breevaart, 2015). Therefore, it is necessary to find the right work design model to increase employees' work attachment to the company, because work attachment is a form of positive thinking related to work characterized by Vigor, Dedication, and (absorption) (Schaufeli and Bakker, 2004).

In Gallup's research on "Worldwide, 13% of employees are engaged at work" divides 3 categories of engagement, namely the first is engagement, meaning that employees who are physically and mentally involved participate in the tasks

assigned. The second is "not engaged", which means that employees are not very motivated and tend to make less effort to complete their tasks, the third is "Actively disengaged", which means that employees are dissatisfied and unproductive in their performance. Gallup's three-category survey results, 2011-2012 data across 94 countries, found that 77% of Indonesian workers fall into the "not engaged" category and only 22% of workers fall into the "engaged" category. This result places Indonesia low compared to other ASEAN countries. (Crabtree, 2013).

Based on the results of a study conducted by the Global Workforce study (GWS) in 2012 on Indonesian employees, a person is able to manage the work stress he faces, if his level of attachment is high (Sadida & Febriani, 2016). Another study conducted by Rasiana (2021) with 400 subjects consisting of 200 civil servants and 200 non-civil servants found that there are differences in work engagement between civil servants and non-civil servants where it is known that non-civil servants have higher work engagement than civil servants. This is in line with Handayani's research (2016) that the work engagement of contract employees is higher than that of civil servants. Attachment can be achieved optimally when the person is involved in their work. When individuals feel engaged at work, they feel connected to their job responsibilities and are not affected by the circumstances around them, and this is not found elsewhere. Conversely, people who do not feel involved in their work feel very slow, eliminated so they are not motivated at work, and often they make their work a necessity of life so they do not feel attached to their work (Suharianto and Effendy, 2015).

According to Luthans (2011) that job attachment is related to employee job satisfaction, which is the result of their perception of the goodness of their work. So that optimal individual performance has a positive effect and brings satisfaction to individuals and companies. According to Ramdhani and Sawitri (2017), work attachment in employees will not just appear, there are many factors that influence in shaping work attachment in employees. These factors include job resources which include physical, social and organizational aspects that help in achieving work goals, reducing work demands and increasing personal growth and development. Xanthopoulou, Bakker, Demerouti, and Schaufeli, (2007). According to Bakker and Demerouti (2017), leadership can also encourage job resources, where with good leadership it can

affect the increase in job resources so that it has an impact on work engagement.

Leadership is the leader's ability to influence and encourage others in solving problems. In an organizational context, leadership is needed to influence behavior and communication between employees and superiors so that organizational goals can be achieved (Lian & Tui, 2012). Various leadership styles such as transformational leadership, servant leadership, authentic leadership and ethical leadership were found to have a positive relationship with work engagement. However, none of these leadership styles are explicitly structured to increase work engagement in employees (Rahmadani, 2020). Leadership is primarily focused on improving employee performance and ensuring that employees put their maximum effort into work, where over-performance can lead to poor well-being (Nielson and Tavis, 2019). The leadership capital is reflected as engaging leadership where engaging leadership is a leadership style that values others and cares about the development and well-being of its employees. Engaging leadership is predicted to influence employee attitudes to be in line with organizational expectations, employee behavior in the organization and work engagement. Schaufeli (2015) found that engaging leadership can encourage the emergence of work engagement in employees.

The leader of H Adam Malik General Hospital besides focusing on managing the organization to develop services also does not forget to manage the human resources owned in order to produce good synergy, by giving employees the freedom to voice their opinions. The leader of H Adam Malik General Hospital also prefers to approach through a humanist system where the leader does not want to inhibit the creativity possessed by employees, conducting two-way communication, not just superiors and subordinates but also subordinates to superiors.

Rahmadani and Prayogi (2022) argue that Engaging leadership has an indirect effect on work engagement through job resources provided by superiors or supervisors to employees. Where this is in accordance with Schaufeli's research (Kentami and Rostiana, 2020) where there is a relationship between Engaging leadership and work engagement, where the four aspects of work engagement with the organization can be improved through a positive work experience. A positive work experience can be achieved by meeting the basic needs of employees (Van der Broeck et al., 2008).

These basic employee needs can be met through engaged leadership. Engaging leadership meets the basic needs of employees by empowering employees, such as giving power and authority over the work to be done, inspiring employees, increasing employee enthusiasm for the vision and plan and making employees feel involved in an important task, as well as through employee empowerment, delegating tasks to responsible employees and releasing work creativity and empowering relationships between team members (Schaufeli, 2015).

Based on the explanation above, the researcher wants to see whether engaging leadership has a positive impact on work

engagement in government employee at H Adam Malik General Hospital.

II. OBJECTIVES & METHODS

The main objective of this study was to examine the influence of engaging leadership on work engagement government employee at H Adam Malik General Hospital. Sampling technique was incidental sampling with 112 employees. Data were collected using work engagement scale and engaging leadership scale.

Utrecht Work Engagement Scale (UWES) scale is based on Schaufeli, Salanova, Roma and Baker theory (2002): vigor, dedication, absorption. Engaging Leadership scale is based on Schaufeli (2015): *empowering, strengthening dan connecting dan inspiring*. The reliability test results is .905 for work engagement scale and .911 for engagement leadership scale. Both scale used Likert model with five answer choices that were very inappropriate, inappropriate, neutral, appropriate and very appropriate. The score for every aitem moved from 1 to 5, with a score point 1 for very inappropriate choices up to a score point 5 for very appropriate.

III. RESULTS AND DISCUSSIONS

The hypothesis of this research is the effect of Engaging Leadership (EL) on Work Engagement (WE). Based on the regression model test results using SPSS, $p = .000$ because the probability number is $.000 < .05$, it can be concluded that this model can predict the effect of engaging leadership on work engagement

Furthermore, the regression test results found that the regression equation was $Y = 31.477 + 0.727X$. The constant value of 31.477 in the equation shows that if the engagement leadership variable is 0, then the work engagement variable will be worth 31.477. The regression coefficient value for the engagement leadership variable is 0,727 and positive, which means that each time engaging leadership increases once, the WE will increase 32.204 times

The research is in line with research conducted by Rahmadani (2020), which is a cross-cultural study with a sample of 607 employees from Indonesia, and 384 employees from Russia (Rahmadani, 2020). Based on this research, it was found that engaging leadership positively affects work engagement, both in the Indonesian sample and the Russian sample. Specifically, this study also explained that in Indonesia the effect of engaging leadership on work engagement is stronger than in Russia (Rahmadani, 2020).

Engaging leadership comes from the development of self-determination theory (SDT) so that when basic psychological needs is satisfied, the individual has a strong desire to engage in activities that are useful, important, significant, and in line with their personal resources (Schaufeli, 2015). Engaging leadership was indeed positively related to work engagement, through the increase of followers' job resources. (Schaufeli, 2021). If leaders can increase job satisfaction needs and can increase personal, work, and team resources, it will have an impact on work engagement. In addition, there is a more complex relationship where engaging leadership through job

resources contributes to the fulfillment of basic individual needs that will increase work engagement. (Schaufeli, 2021).

Engaging leadership increases work engagement by satisfying employees' basic psychological needs for empowering, strengthening, connecting, and inspiring. In addition to meeting basic needs, engaged leaders also reduce job demands and increase job resources and personal resources. This makes employees feel independent, competent, and connected to their coworkers and when they feel their work is meaningful, they are less likely to feel job stress and can make better use of job resources, so this will increase their work engagement. With individuals' basic needs met, it will have a beneficial impact on their job performance, including the ability to learn and innovate. In addition, the more basic needs are met, the less fatigue and boredom are experienced at work. Engaged leaders not only affect individual employees but also the entire team, as they help the team to function better by leveraging the team's resources, thus fueling a collective sense of team attachment which in turn leads to better team performance. (Schaufeli, 2021).

IV. CONCLUSION

Engaging leadership has a positive effect on work engagement government employee at H Adam Malik General hospital. If the leader is able to increase job satisfaction needs and is able to improve personal, work and team resources, it will have an impact on work engagement. Engaging leadership has an effect of 31.2 % on work engagement government employee H Adam Malik General Hospital.

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