

Quality Organizational Culture, Job Satisfaction, Job Resources & Rewards On Employees ' Work Engagement At Hospital In Makassar

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ABSTRACT

At Hospital X in Makassar City, employee *turnover data* in 2021 was 19.58%. While in 2022, *turnover data* at the hospital was 20.18% and in 2023 it was 20.90%. The purpose of this study was to determine the quality of *organizational culture, job satisfaction, job resources & rewards* on employee *work engagement* at Hospital X Makassar. The determination of informants used the *purposive sampling method* and obtained 17 informants . Data validation tests were carried out using source triangulation and technique triangulation . The results of the study showed that employees at hospital X showed freedom in decision-making that was carried out in accordance with the SOP and the responsibilities of their work units, which reflected the existence of good responsibility and work ethic from employees . However , there is a need for increased transparency of information related to promotions and the provision of special competency training. Meanwhile, the family atmosphere in the hospital work environment plays an important role in increasing job satisfaction and employee enthusiasm in providing beneficial services to patients. Various backgrounds and expertise among employees, mutually supportive relationships and a sense of togetherness can create a positive and inclusive work environment. In this case, *job satisfaction* is a variable that plays an important role in increasing *work engagement* in hospital X. This researcher suggests that the hospital create inclusive policies that support diversity in the workplace and ensure that all employees feel valued and accepted, implement reward programs to recognize outstanding performance and contributions from employees, provide ongoing career development and training programs for employees, and conduct regular employee engagement surveys to measure their level of job satisfaction and engagement

Keywords: Organizational culture, job satisfaction, job resources, rewards, work engagement

1. INTRODUCTION

Currently, around 40% of health professionals (doctors, nurses, and midwives) will resign from their jobs due to dissatisfaction with their jobs. 1 Turnover problems are experienced by various countries in the world, globally, the turnover rate of nurses in hospitals ranges from 10-21%. 2 In the 2020 NSI study in Arifah's research (2024), it was found that the hospital industry in 2018, the hospital turnover rate worldwide was 19.1% and decreased by 1.3% in 2019 to 17.8%. Although it is predicted that there will be a decline, the hospital turnover rate is still relatively high. 3

According to research conducted by the National Healthcare Retention & RN Staffing Report

, during 2020 the nurse turnover rate in the United States also increased by 1.7% to 19.5% in March 2021. 4 In 2021, turnover rates in various countries increased by 6.4% from the previous year and were at 25.9%. 3 This figure has continued to increase in recent years and requires special attention from hospital executives. Indonesia also has a fairly high hospital turnover rate, at 20.8% in 2019. 5 This is certainly a concern for the health systems of various countries and the world because with high turnover , the costs incurred are quite high and cause various problems to arise.

Mathis, Valentine, and Jackson (2011) in their book on Human Resource Management , stated that turnover in the health world reaches 30% per year. 6 In addition to affecting organizational productivity, turnover also clearly slows down the financial growth of the organization. The cost of nurse turnover alone is more than 125 million dollars per year, with turnover costs per individual reaching 32 thousand dollars per person. 7

In the South Sulawesi region itself, it was found in one of the Private Hospitals in Makassar, namely Hospital X, which had employee *turnover data* in 2021 of 19.58%. While in 2022 the *turnover data* at the hospital was 20.18% and in 2023 it was 20.90%. In this case, it still exceeds the *turnover standard* of 5-10% per year which is considered an ideal condition.

Work engagement in health workers in hospitals has a significant impact on the level of desire to move (*turnover intention*), as supported by research by Bakker, Demerouti, and Sanz-Vergel (2014) that *work engagement* acts as an effective protective factor against *turnover tendencies* among health workers.⁸ Many things can affect work engagement in employees, one of which is organizational culture , where this organizational culture can shape employee behavior to be able to *engage*.^{9,10} *Job satisfaction* can positively influence employees to show enthusiasm for their work and feel comfortable in completing it. Previous studies have shown a positive correlation between *job satisfaction and work engagement* levels . Employees who are satisfied with their jobs tend to be more emotionally and cognitively involved in their tasks.¹¹

The results of the study above imply gaining deeper insights into how organizations can encourage engagement among their hospital staff in daily work activities. To encourage engagement, organizations must consider intrinsic and situational factors. The high turnover rate can be one reference for how *work engagement* can be influenced by organizational culture and job satisfaction in an organization. The purpose of this study is to determine the effect of *organizational culture, job satisfaction, job resources & rewards* on employee *work engagement* at Hospital X Makassar .

2. MATERIALS AND METHODS

This type of research is qualitative research with an analytical observational approach . This research was conducted in one of the hospitals in Makassar City from April to May 2024. *The selection of informants* was carried out using purposive sampling techniques and 17 informants were obtained in this study who were considered to know and master organizational culture, organizational management and service processes and management management at Hospital X Makassar . The data sources in this study are divided into two, namely primary data and secondary data. Primary data was obtained through an in-depth interview process and observation of informants using interview guidelines. Secondary data was obtained from a review of related documents which were used as supporting and complementary data from primary data for research purposes. Auxiliary instruments in

this study, namely in-depth interview guidelines, observation guidelines, documentation tools and field notes. Data analysis techniques are carried out by reducing data, presenting data and drawing conclusions. Data presentation is presented in the form of brief descriptions, tables and charts.

3. RESULTS

This research discusses factors influencing *work engagement* at hospital X in Makassar City from the variables of *organizational culture, job satisfaction, job resources, and rewards*. The *context elements* include human resources and policies. While *the mechanism elements* include leadership, communication, and teamwork. The *outcome* is the performance of the patient safety committee.

From the results of interviews related to *organizational culture* , it was found that employees have the freedom to make decisions as long as they are in accordance with the SOP and responsibilities of their work unit . This was revealed from the following interview results:

"The current leadership, the current director, gives us the freedom to make decisions, the important thing is that this one does not comply with the SOP carried out in the hospital."

(Informant 6, 46 years old)

"If that decision and freedom are possible based on hospital procedures."

(Informant 11, 39 years old) In this case, employees in the work unit try to complete tasks properly and in accordance with SOPs and their responsibilities. In addition, the management at the hospital in informing about the measure of success in employee work has not been informed of the success assessment to employees. Although there is already a form of assessment in the form of KPI at Hospital X, many employees do not know about this. This was revealed from the following interview results:

" If management has not been there yet, what I mean is this is my suggestion, there should be a quarterly achievement chart so that the benchmark is known, this year, this quarter is three months, why so that there are improvements."

(Informant 3, 31 years old)

" As far as I can remember, there has been no success in the human resources department."

(Informant 16, 26 years old)

In improving employee welfare in hospitals, it is important to respect each other, provide equal rights and obligations, and continue to make improvements in working conditions to allow for future recommendations. This was revealed from the following interview results:

"Work ethic, just improve your work ethic because if we want to complain, why do we do it? I mean, if you want to be appreciated, appreciate other people too."

(Informant 3, 31 years old)

"The way to do this is to respect people, respect people's rights and obligations. If we want to be respected, we respect other people too."

(Informant 9, 37 years old) *"The main thing is what makes you comfortable, the main thing is getting rights according to obligations. What I mean is, whatever I have done, I can also get my rights."*

(Informant 10, 34 years old) From the interview results related to *job satisfaction*, it was found that in each unit, good teamwork had been formed, marked by mutual assistance and support between employees. These things were revealed from the following interview results:

"Actually, it has been answered earlier, we now work to support each other with our subordinates and superiors and vice versa, so there are no longer any significant barriers between subordinates and superiors in working together as a team."

(Informant 2, 32 years old)

"Alhamdulillah, the teamwork between these friends is good, because we can't work without teamwork without working together with each other."

(Informant 9, 37 years old) Regarding the reward that has not been done again, even though promotion based on competence has been implemented, there are still employees who do not know the information related to the determination. This was revealed from the following interview results:

"I have never received it, but it was held before Covid during the previous leadership but was revoked again, if for example I cannot perform Umrah, other awards, for example if my performance is good, what awards are given."

(Informant 4, 48 years old)

"Never, but that is a reward for employees who are disciplined and diligent, maybe I am not included in that category. Yesterday there was."

(Informant 9, 37 years old)

Basic training in hospital X is already optimal, but training related to specific competencies in the units is still lacking, although the hospital encourages further education for employees, but does not provide funding for it. Meanwhile, physical working conditions in certain units are still inadequate, especially in terms of facilities and infrastructure, lighting, air conditioning, and ventilation and exhaust, but there is an improvement in working conditions for units located in new buildings.

While the amount of work assigned to employees has been deemed sufficient for those who have one job, it is too heavy for those who have more than two jobs. This was revealed from the following interview results:

"I think if it is appropriate, it is not appropriate because there are many jobs that I have to do, such as administration which is outside of my duties. Maybe in the future, HR can provide special personnel for administration, quality control like that."

(Informant 9, 37 years old) *"Actually, it's a bit more because lately, it's like besides my personal security when guarding polyclinic patients, sometimes I also have to take care of parking, so the burden has increased a bit."*

(Informant 13, 46 years old) In the results of interviews related to *job resources*, it was found that although the current job descriptions of employees are suitable for those who have more than one job, for those who have more than two jobs, the workload outside of their job descriptions is considered heavier. These things were revealed from the following interview results:

"carried out responsibly, to say it's appropriate is actually a bit hard to be honest."

(Informant 8, 33 years old)

"I think if it's appropriate, it's not appropriate because there's a lot of work that I have to do..."

(Informant 9, 37 years old) The decision made by the superior is good because it is preceded by coordination and supported by the availability of employees to help. Good coordination in the X hospital environment ensures full support from colleagues in every decision making.

In addition, unit and hospital X gave permission to continue studies as long as it did not interfere with work schedules, but the education costs had to be borne by the students themselves. This was revealed from the following interview results:

"...if for study permits themselves, maybe there are some, if you say they are funded, I don't think there are any other than when I was studying for D3, I entered here once, during that time I stopped there, I think there are none anymore."

(Informant 1, 46 years old)

"Actually, this hospital provides opportunities, but if possible, there should be more financial assistance, for example 50% funding, if possible."

(Informant 5, 48 years old)

In the results of the interview related to *rewards*, it is known that the sense of responsibility of employees towards the hospital is reflected in the work ethic and good service, although there is very little appreciation and rewards both morally and financially such as service fees, which are currently not available anymore. This is revealed from the following interview results:

"Not yet, previously there were services but now there aren't any."

(Informant 6, 46 years old)

"I used to get service but now I don't have any anymore." (Informant 12, 46 years old) Regarding *work engagement* It is known that family in the workplace can increase the happiness and enthusiasm of employees, which is reflected in the sense of responsibility and sincerity

in carrying out their duties. These things are revealed from the following interview results:

"Because there is responsibility, it is more for me as a nurse to have to treat patients."

(Informant 8, 33 years old) *"Thank God, it's good, because the environment here is very family-like, and it's also comfortable, so I don't want to move to another hospital because I already feel comfortable here in my comfort zone."*

(Informant 9, 37 years old)

"My principle is, do it sincerely, the work will be easy, because if from the beginning it feels heavy and you don't do it sincerely, the work will be hard."

(Informant 10, 34 years old)

Employees build a sense of joy in carrying out their duties in the hospital by instilling a sense of responsibility and sincerity in working, and feeling proud because they can provide useful services to patients and others. Employees remain serious in completing high-intensity work with focus and responsibility, while overcoming boredom with social interaction and movement in the hospital environment.

In addition, employees at hospital X show freedom in decision-making that is carried out in accordance with the SOP and the responsibilities of their work units, but there is a need for increased transparency of information related to promotions and the provision of special competency training. Meanwhile, the family atmosphere in the hospital work environment plays an important role in increasing job satisfaction and employee enthusiasm in providing beneficial services to patients. In this case, *job satisfaction* is a variable that plays an important role in increasing *work engagement* at hospital X.

4. DISCUSSION

The organizational culture at Hospital X shows that employees at the hospital have the freedom to make decisions that are carried out in accordance with the SOP and responsibilities of their work units. Previous research highlights that giving employees freedom in decision-making that is in line with their SOPs and responsibilities can increase their sense of belonging and work motivation. A study by de Jonge et al. (2012) found that employees who have autonomy in their work tend to be more emotionally and cognitively engaged with their work, which in turn can improve their performance and well-being at work.¹²

Research by Bakker et al. (2011) highlighted that autonomy in decision-making can be one of the factors that influence the level of *work engagement* among medical staff. They found that medical staff who felt they had freedom in doing their work

tended to be more emotionally involved with their work and had higher levels of job satisfaction.¹³

Thus, freedom in decision-making carried out in accordance with SOPs and work unit responsibilities can be a significant factor in improving *work engagement* and employee well-being in hospitals. However, to achieve the full potential of this freedom, it is important for hospitals to ensure clear communication and a good understanding of performance appraisals so that employees can work effectively in a supportive environment and contribute to the overall success of the organization. *Job satisfaction* at Hospital X found that good collaboration between employees and strong commitment of unit leaders to improving hospital performance were prominent in each unit, but there was still a need to improve transparency of information related to promotions and provision of special competency training in the units. Good collaboration between employees and strong commitment from leaders to improve hospital performance play an important role in improving operational effectiveness and service quality. Recent studies have highlighted that effective collaboration between work teams can improve work engagement and overall performance in hospitals. However, although this collaboration is already prominent in each unit, there is still a need to improve transparency of information related to promotion and specific competency training in the units.¹⁴

Previous studies have also shown that employee work engagement *in* hospitals is closely related to feelings of motivation, having clear goals, and feeling supported by leaders.¹⁵ Therefore, a strong commitment from leaders to improving hospital performance not only helps in creating a positive work environment, but can also increase the level of employee work engagement. However, to achieve optimal work engagement, other factors such as physical working conditions, workload balance, and effective management communication need to be considered.

In this context, attention to physical working conditions, workload balance, and effective management communication are key to ensuring a productive working environment and optimal service quality in hospitals. Research has shown that good working conditions and support from management can improve job satisfaction, work engagement, and overall well-being of employees in hospitals.¹⁶

Job resources at Hospital X found that although the additional workload was felt to be heavy for employees with more than two jobs, good coordination and support from colleagues in decision-making and study permit policies showed the hospital's efforts to support professional development.

Research by Leineweber et al. (2016) shows that excessive workload can cause stress and burnout among health workers, which can ultimately affect the quality of service and employee well-being. However, good coordination and support from colleagues can help reduce these negative impacts. In a well-coordinated environment, employees can share tasks and support each other, making the workload more manageable and efficient.¹⁷

In addition, according to research by Bakker et al. (2011), professional development through continuing education can increase employee work engagement and satisfaction.¹³ Although the financial burden must be borne by the employees themselves, the flexibility of time provided by the hospital allows them to develop competencies without disrupting their main tasks. This is in line with the findings of the *Institute of Medicine* (IOM) (2011) which emphasizes that support for continuing education is very important in improving the quality and competence of health workers, which ultimately has a positive impact on the quality of service and *work engagement* in hospitals.¹⁸

The reward at hospital X was obtained that Although there is very little appreciation and rewards, both morally and financially, such as service fees, which are currently no longer available. Although financial rewards such as service fees can be a form of appreciation for employee performance, policies that do not provide such rewards do not always indicate a lack of responsibility from employees. Research by Bakker et al. (2012) found that factors such as organizational support, role clarity, and professional development opportunities have a greater influence on *work engagement* than financial rewards.

¹⁹ In the context of hospitals, when employees feel supported by the organization and have opportunities to develop, they tend to have high levels of work engagement even though financial rewards are not available.

Work engagement at hospital X found that the family atmosphere in the hospital work environment can increase job satisfaction and employee enthusiasm, which is reflected in responsibility, sincerity, and pride in providing beneficial services to patients. However, with various interests such as to obtain better welfare, not a few employees choose *to resign*.

Previous studies have highlighted the importance of family in the hospital work environment in increasing employee job satisfaction and morale. A study by Leiter and Maslach (2009) found that good relationships between coworkers and a sense of being valued by the organization can increase job satisfaction and reduce burnout rates among medical personnel. In the hospital context, where a solid and collaborative work team is essential to providing quality care, family can be a key factor in creating a conducive work environment.²⁰

In addition, research by Keyko et al. (2016) showed that job satisfaction of health workers is positively correlated with the quality of services provided to patients. This confirms that the more satisfied employees are with their work environment, the more likely they are to provide quality services to patients. Therefore, strengthening family ties among hospital workers can have a positive impact not only on the well-being of employees, but also on the patients they serve.²¹

Employees at hospital X show freedom in decision-making that is carried out in accordance with the SOP in their work unit, but there is a need for increased transparency of information related to promotions. Meanwhile, the family atmosphere in the hospital work environment plays an important role in increasing job satisfaction. In this case, *job satisfaction* is a variable that plays an important role in increasing *work engagement* at hospital X.

Previous research has shown that the level of freedom in decision-making in the work environment can affect employee job satisfaction. For example, a study by Judge and Kammeyer-Mueller (2012) found that employees who felt they had more control over their work tended to have higher levels of job satisfaction. In hospitals, where the quality of care is highly dependent on the decisions made by employees, it is important to ensure that employees feel they have the freedom and support to carry out their responsibilities effectively in accordance with SOPs.²²

However, although employees in hospitals have freedom in decision-making, it is important to ensure transparency of information related to promotions and specific competency training. Research by Jiang et al. (2012) highlighted that ambiguity regarding promotion processes and lack of development opportunities can be sources of job dissatisfaction. Therefore, increasing transparency and availability of information related to promotions and training can help improve job satisfaction and employee motivation in hospitals.²³

In the context of hospitals, family in the work environment also plays an important role in increasing employee job satisfaction and morale. Togetherness among employees and social support can contribute significantly to job satisfaction and organizational commitment. Therefore, strengthening family ties among employees in hospitals can be an effective strategy to improve job satisfaction and overall organizational performance.

5. CONCLUSION AND SUGGESTIONS

Based on the research results and discussions that have been explained previously, it can be concluded that Employees at Hospital X demonstrate freedom in decision-making that is carried out in accordance with the SOP and the responsibilities of their work units, but there is a need for increased transparency of information related to promotions and the provision of special competency training. Meanwhile, the family atmosphere in the hospital work environment plays an important role in increasing employee job satisfaction and enthusiasm in providing beneficial services to patients. In this case, *job satisfaction* is a variable that plays an important role in increasing *work engagement* at Hospital X. It is recommended that Hospital X needs to create inclusive policies that support diversity in the workplace and ensure that all employees feel appreciated and accepted, implement award programs to recognize outstanding performance and contributions from employees, provide career development programs and ongoing training for employees, and conduct regular employee engagement surveys to measure their level of job satisfaction and engagement.

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