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Building Employee Engagement to Achieve the Vision and Mission of Satya Negara Hospital

Deasy Nurindah Sari¹, Mus Aida^{1*}, Rokiah Kusumapradja¹

¹Master of Hospital Administration Study Program, Esa Unggul University, Jakarta

This study aims to analyze the jointly significant influence of internal marketing, self-efficacy, and employee engagement on the achievement of the Vision and Mission of Satya Negara Hospital. A quantitative approach with path analysis method using the Structural Equation Modeling equation was used as the methodology of this study. The sampling technique was carried out by purposive sampling as much as 63 respondents. It is based on the number of health workers with permanent employee status at Satya Negara Hospital. The results show that Internal Marketing, Self-Efficacy, and Employee Engagement have a significant influence on the achievement of the Vision and Mission of Satya Negara Hospital. Partially, Internal marketing directly has a significant positive influence on the achievement of the Vision and Mission of the Satya Negara Hospital. Internal Marketing also has a partially significant positive effect on Employee Engagement at Satya Negara Hospital. On the other hand, Self-efficacy has a significant positive effect on Employee Engagement at Satya Negara Hospital partially. Self-efficacy directly has a significant and weak positive influence on the achievement of the Vision and Mission of the Satya Negara Hospital partially. Furthermore, Employee Engagement directly has a significant positive effect on the achievement of the Vision and Mission of the Satya Negara Hospital partially. Internal marketing indirectly has a significant positive influence on the achievement of the Vision and Mission of the Satya Negara Hospital through the variable employee engagement intervening. Self-efficacy indirectly has a significant positive effect on the achievement of the Vision and Mission of the Satya Negara Hospital through the intervening variable employee engagement. The findings of this study are that Employee Engagement acts as a partial mediation variable to provide a strong indirect influence on Self-Efficacy towards the Achievement of the Vision and Mission of Satya Negara Hospital. The managerial implication of this research is to improve the remuneration system and rewards obtained by health workers fairly and appropriately based on the individual performance of health workers.

Keywords: Internal Marketing, Self-Efficacy, Employee Engagement, and Achievement of Vision and Mission.

1. INTRODUCTION

Internal marketing is an activity to attract, develop, motivate, and retain quality employees through work that satisfies their needs. Internal marketing is a philosophy that treats employees as customers. and is a strategy for determining the form of work products to meet human needs. Internal marketing treats employees and consumers with equal interests through a proactive program with the aim of achieving company goals [12]. The purpose of internal marketing is to align every aspect of the company's internal performance to ensure employees can provide services to consumers. Self-efficacy is a form of belief or belief related to one's own ability to organize, do something to achieve a goal, produce something, and also implement actions in order to achieve a certain form of

skill. This self-efficacy will affect the level of work productivity, stress levels and the mental health of the workforce in the many demands they have to fulfill. The lower the level of self-efficacy in a person, the higher the pressure he will feel. Self-efficacy in a group will affect the mission and goals of the group, because the strength of commitment from members will greatly affect the level of performance of a company. Employee engagement is an employee's enthusiasm for work that occurs because employees direct their energy to work in line with the company's strategic priorities. This enthusiasm is formed because employees feel engaged so that they have the potential to display engaged behavior. Engaging behavior has a positive impact on the organization, namely increasing revenue. According to Gallup [17], there are three levels of engagement for employees, namely: Engaged (an

*Email Address: musaida@esaunggul.ac.id

engaged employee is a builder); Not Engaged. (Employees in this type tend to focus on the task rather than achieving the goals of the job); and Actively Disengaged (This type of employee is a cave dweller). Satya Negara Hospital has a vision to be a leading hospital in health services in Indonesia. The missions developed include carrying out health services and care that prioritizes patient safety and comfort, serving sincerely and wholeheartedly, supported by the ability of a qualified medical team, optimal equipment according to needs and a high professional level in all fields, and actively promoting life healthy. The absence of an integrated SOP for training and employee career paths and rewards in accordance with employee demands is the cause of the low development of internal marketing for the management of Satya Negara Hospital. The internal marketing developed at this time is only for the purpose of increasing the competence of doctors in leading Neurosurgery services and not in order to improve the quality of integrated health services that prioritize customer satisfaction. The report on the results of the evaluation of the achievements of the Satya Negara Hospital in 2019 also shows that the implementation of the employee operationalization strategy has not shown satisfactory results to the hospital management. Some of the findings that hindered the achievement of hospital performance were the lack of standardization of internal marketing plans that were integrated both at the leadership and subordinate levels, as well as the lack of attention from hospital management on the formation of employee engagement to motivate the operationalization of employees in carrying out their duties. Based on the results of the evaluation of the achievement of the hospital's vision and mission in 2019, it shows that the implementation of internal marketing is not going well, there are reports of complaints about the attitudes and behavior of health workers as much as 38 percent that do not satisfy customers, and management pays little attention to the formation of employee engagement in carrying out the hospital organizational structure. Quality control management that prioritizes health services based on customer satisfaction has not been maximally implemented in hospital organizations. The existence of employee engagement has a positive relationship with increasing more productive performance [28]. These negative workplace relationships have the potential to be a big reason why many employees don't feel connected to their jobs. Research [34] shows a positive influence between self-efficacy and employee performance.

The management of the Satya Negara Hospital is less concerned with and paying attention to employee engagement in the formation of the hospital's organizational culture, so that employees are filled with differences, jealousy or envy, and mutual distrust. On the other hand, modern technology and equipment that support the excellent services of Neurosurgery owned by Satya Negara Hospital also make the work more complex and more specialized. Employees are disappointed because hospital management is perceived as only concerned with personal closeness so that it does not provide a transparent distribution of training activities to health workers based on service needs. The feeling of detachment from health workers in hospital organizations causes them to tend to be in a hurry in providing services to patients, health workers feel less enthusiastic about coming to work, and feel not integrated with work. Based on the description above, the authors are interested in conducting a study entitled *"Building Employee Engagement to Achieve the Vision and Mission of Satya Negara Hospital"*.

2. RESEARCH AND METHODOLOGY

Internal marketing is an important and fundamental activity to create an atmosphere of customer-focused organizational culture with the aim of building awareness of internal and external customers by removing obstacles that hinder organizational effectiveness. Internal marketing dimensions [4] include employee development / training; Internal communication; Excellent service vision; Organizational awards; and Rewards. Self-Efficacy [21] is an individual's belief about his ability to organize and complete a task needed to achieve a certain thing. Influencing factors: The experience of feeling successful; Experiences that other people have; Verbal persuasion; and Physiological conditions and feelings. Employee engagement is a high emotional and intellectual relationship that employees have with their work, organization, manager, or co-workers which gives influence to increase discretionary effort in their work. The dimensions that make up employee engagement have 12 indicators that make up these dimensions [17] including Basic needs; Management support; Teamwork; and Growth. The Balanced Scorecard is an approach that translates the company's vision, mission, and strategy into the goals of measurement. Kaplan & Norton [25] developed 4 (four) perspective dimensions to measure the achievement of the vision and mission of the Satya Negara Hospital, namely Finance; Customer; Internal Business Processes; and Learning and Growth (see Figure 1).

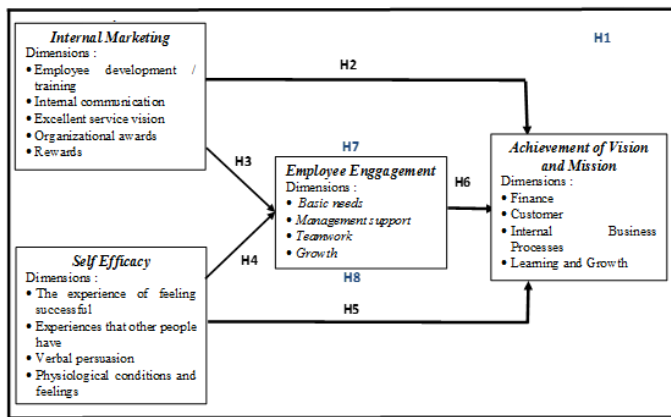


Figure 1. Conceptual Framework in this study

Based on conceptual framework in this study we suggest the eight hypotheses to obtain the result, as follows:

- H1** = There is a significant influence jointly on Internal Marketing, Self-Efficacy, and Employee Engagement on the Achievement of the Vision and Mission of Satya Negara Hospital simultaneously
- H2** = There is a significant direct influence of Internal Marketing on the Achievement of the Vision and Mission of Satya Negara Hospital.
- H3** = There is a significant influence of Internal Marketing on Employee Engagement at Satya Negara Hospital.
- H4** = There is a significant effect of Self-Efficacy on Employee Engagement at Satya Negara Hospital.
- H5** = There is a significant direct effect of self-efficacy on the achievement of the Vision and Mission of the Satya Negara Hospital.
- H6** = There is a significant effect of Employee Engagement on the Achievement of the Vision and Mission of Satya Negara Hospital

The research methodology uses a quantitative approach with the path analysis method using the Structural Equation Modeling equation. The sample was taken by using purposive sampling technique. The sample size in this study was 63 employee respondents where the sample size was calculated based on the sample size formula [10]. The stages of the research method began with secondary data collection in the form of documents and graphic info owned by Satya Negara Hospital and primary data collection in the form of questionnaires and field observation activities. Secondary data and primary data are then developed data processing using descriptive statistics and three box methods. After that, the data was carried out by testing the validity and the reliability test using SPSS software. Data that have validity and reliability values that meet the testing criteria are then developed path analysis using AMOS software to test the significant level of the developed hypothesis.

For intervening testing of patient confidence using the Sobel test.

3. RESULT AND DISCUSSION

A. Respondent Characteristic

In this study, we analyze the profile of respondent. The result of respondent profile is showed in Table I.

Table 1. Respondent Profiles

Description	Number of respondents	Percentage
Gender		
Men	10	16%
Women	53	84%
Length of work		
1 – 10 years	26	41%
11 – 20 years	24	38%
> 20 years	13	21%
Age		
22 – 31 years	18	29%
32 – 40 years	24	38%
41 – 50 years	13	21%
> 51 years	8	13%
Educational Background		
Senior High School	4	6%
Diploma 3	40	63%
Bachelor Degree	14	22%
Master Degree	5	8%

B. Descriptive Statistics

Statistical descriptive results the tendency of the health worker respondents formed to be in the perception of being disapproving to agreeing in responding to the behavior of each variable, as shown in Table 2.

Table 2. The statistical descriptive results

Variables	N	Min.	Max.	Mean	Std Deviation
The achievement of vision and mission (Y)	63	3	5	4.32	0.662
InternalMarketing (X1)	63	1	3	2.5	0.462
Self-Efficacy (X2)	63	2	4	3.11	0.415
Employee Engagement (Z)	63	3	5	3.7	0.559
Valid N (listwise)	63				

Sources: Data Processing Results, 2022

C. Three Box Method

Table 3 Respondent Response Matrix

Nu	Variables	Respondent's Response Position			
		Low	Medium	High	Behavior
1	InternalMarketing (X1)		v		Motivated
2	Self-Efficacy (X2)		v		Committed
3	Employee Engagement (Z)			v	Very Strong
4	The achievement of vision and mission (Y)			v	Excellent

Sources: Data Processing Results, 2022

The summary of respondents' statements based on the results of the three box methods [1] is obtained:

- 1) Internal Marketing on average gets a medium category. There are 5 (five) statements of Internal Marketing variables that have a low category, namely the selection of officers who attend training through a needs analysis process in each service unit; The hospital provides SOPs for career advancement in accordance with the level of experience and competence of employees; Management provides awards for the best employees every month; Salary and wages received from the Hospital according to my workload; and additional bonuses/incentives given by management outside of salary.
- 2) The overall Self-Efficacy variable is in the moderate category; where the most supportive statement is the statement, I have confidence to get the position I want because I have mastered various aspects of the experience of colleagues at the hospital.
- 3) Overall, the employee engagement variable is categorized as high. There is 1 (one) employee engagement variable statement which has a moderate category, namely in the last seven days I have received an award or praise for doing a good job.
- 4) Variables of achievement of vision and mission obtained the High category. The statement that best supports this variable is that promo/discount and voucher activities have attracted customers to visit.

D. Path Analysis

The Path Diagram [7] serves to see the magnitude of the influence of each variable, either directly or indirectly on Employee Engagement and the achievement of the vision and mission at Satya Negara Hospital. In testing the data using AMOS, the chi-square result is 0.000 with degrees of freedom approaching 0, it means the model is close fit or enough (see Figure 2).

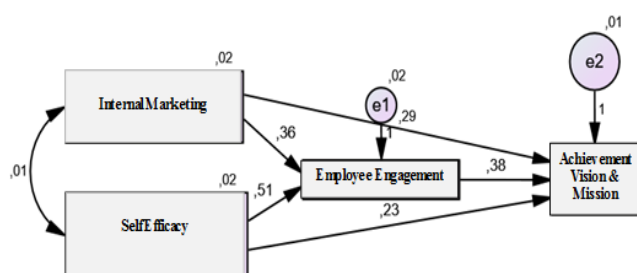


Figure 2. Path Diagram

H1 accepted at AMOS output shows that there is a significant influence simultaneously on Internal Marketing, Self-Efficacy, and Employee Engagement on the Achievement of the Vision and Mission of Satya Negara Hospital. The employees of Satya Negara Hospital who are committed expect the vision as a guide for an uncertain future and will make various regulations to achieve it. The formation of a high sense of Self-Efficacy owned by Satya Negara Hospital employees creates a strong commitment to the organization to achieve the hospital's vision and mission. The formulation of a shared vision can be said as a result of gathering support from all Satya Negara Hospital staff to make changes to a Type C Hospital in an environment that is under market pressure but must carry out social missions as much as possible with a high spirit of Self-Efficacy. The vision and mission of the Satya Negara Hospital must be aligned with their organizational design and management system (see Table 4).

Table 4. Summary of path analysis results

Direct Effects Between Variables			Estimate	S.E.	C.R.	P
Emp_Engagement	←	Internal Marketing	.357	.135	2.647	.008
Emp_Engagement	←	Self-Efficacy	.506	.127	3.986	***
Achievement Vis. & Miss.	←	Emp_Engage	.381	.101	3.782	***
Achievement Vis. & Miss.	←	Internal Marketing	.294	.113	2.606	.009
Achievement Vis. & Miss.	←	Self-Efficacy	.230	.113	2.042	.041

Sources: AMOS 24, 2022

Hypothesis 2 is accepted because the significance level is less than 0.05. The coefficient of direct influence of Internal Marketing on the Achievement of Vision and Mission is 0.294. The results of the path analysis show that there is a significant positive relationship between the variables of Internal Marketing on the Achievement of the Vision and Mission of the Satya Negara Hospital. This relationship explains that the higher the Internal Marketing activities of health workers, the better the achievement of the vision and mission of the Satya Negara Hospital. This is as explained that the higher a person's Internal Marketing activities, the more rational and creative and open in accepting the existence of various renewal efforts and can adapt to various updates to something that comes from outside. Internal Marketing activities encourage health workers to carry out health actions/services according to the targets set by the organization so that it has an impact on the Achievement of the Vision and Mission of the Satya Negara Hospital. This affects the organization's ability to improve the quality of health

services and is influenced by individual factors. To optimize the development of Internal Marketing activities at the Satya Negara Hospital, it is necessary to improve two-way communication both in delegating tasks and providing rewards and remuneration that prioritizes the satisfaction of health workers. Reliable and good Internal Marketing creates confidence in a health worker so as to encourage health workers to play an active role in discussions with other health teams. Often ideas arise in the provision of health services because knowledge can provide motivation to be able to think critically and make decisions quickly, in overcoming patient problems and minimizing errors.

Hypothesis 3 is accepted because the significance level is less than 0.05. The coefficient of the influence of Internal Marketing on Employee Engagement at Satya Negara Hospital is 0.357. It shows that the Basic Needs dimension based on respondents' perceptions gets a high enough score so that company policies no longer focus on meeting basic needs [17]. This means that the motivation of employees in working to meet the needs has been met. Although the increase is not too big, it shows that the management of Satya Negara Hospital is still trying to pay attention to the level of satisfaction of health workers in terms of basic needs. From the results of the annual report, information was obtained that the hospital throughout 2021 is to continue to disseminate Key Performance Indicators (KPI) based on their respective work positions so that respondents know what performance indicators must be considered and what is expected from their work. This is quite effective because health workers feel they are focused and have targets, at the end of each year an employee achievement evaluation is carried out so that feedback can be obtained. In addition to KPI socialization, evaluation of all work equipment used by employees is also carried out monthly.

Hypothesis 4 is accepted because the significance level is less than 0.05. The coefficient of the effect of Self-Efficacy on Employee Engagement at Satya Negara Hospital is 0.506. Based on the annual report, information was obtained that in 2021 a self-learning program for health workers was required to watch videos related to the field of work and answer some of the questions given. This program has proven to be effective enough to at least foster a sense that the hospital provides facilities for them to learn and grow. In addition, it is necessary to have the participation and involvement of all units of health -

workers in every health service program to customers developed by hospital management so that employee engagement is higher so that it fosters a strong commitment to the organization,

Hypothesis 5 is accepted because the significance level is less than 0.05. The coefficient of direct influence of Self-Efficacy on the Achievement of the Vision and Mission of the Satya Negara Hospital is 0.20. The value of the significance level of the t test results shows 0.041; where the t value obtained is close to the t table value of 0.05. These results indicate that the variable Self-Efficacy directly has a significantly weak positive effect on the variable attainment of the Vision and Mission of the Satya Negara Hospital.

Hypothesis 6 is accepted because the significance level is less than 0.05. The coefficient of the influence of Employee Engagement on the Achievement of the Vision and Mission of the Satya Negara Hospital is 0.381. Employee Engagement variable is the most significant variable affecting the achievement of the vision and mission of Satya Negara Hospital. This value is indicated by the acquisition of the results of the t-test which are close to 0.000.

E. Intervening Test

The results of the Sobel test make it clear that there is a significant indirect effect of the intervening variable Employee Engagement (Z) in mediating the relationship between Internal Marketing (X1) and Self-Efficacy (X2) on the achievement of the vision and mission of the Satya Negara Hospital (Y) partially. Internal marketing variables have almost the same positive influence for direct and indirect relationships on the achievement of the vision and mission of the Satya Negara Hospital through the intervening employee engagement variable [16]. Meanwhile, the Self-Efficacy variable will have a significantly stronger positive effect on the achievement of the vision and mission if it is through the intervening employee engagement variable at the Satya Negara Hospital.

Hypothesis 7 is accepted because the significance level is less than 0.05. The coefficient of indirect influence of internal marketing on the achievement of the vision and mission of the Satya Negara Hospital with employee engagement as an intervening variable is 0.136. The existence of management activities in maximizing internal marketing activities for employees makes a positive contribution to employee engagement to foster employee motivation to achieve the company's vision and mission [4]. The concept of Internal Marketing can be interpreted as providing a relationship between organizational capabilities and

market needs and wants. This means that the organization can adapt to its business environment in providing added value for its customers. Internal Marketing is a strategic weapon that helps achieve excellent service quality so as to create better customer satisfaction.

Hypothesis 8 is accepted because the significance level is less than 0.05. The coefficient of the indirect effect of Self-Efficacy on the achievement of the vision and mission of the Satya Negara Hospital with employee engagement as an intervening variable is 0.193. Self-efficacy is an individual's belief in his ability to complete certain tasks successfully. The development of Self-Efficacy is determined by direct or indirect experience of a task. Understanding the task makes the individual try to conclude the suitability between the existing task and his abilities. Langelan (Smith & Markwick, 2009) The existence of employee engagement is significantly influenced by personality. Employee performance at work reflects how his personality is. Personality is the overall way in which an individual reacts and interacts with other individuals (Robbins & Judge, 2008). One of the personality traits associated with the work environment is Self-Efficacy. Self-Efficacy is the belief that he is able to do something well. Currently, Satya Negara Hospital is organizing employee engagement activities during the pandemic by organizing togetherness events that are scheduled such as routine sports activities with a different theme every week, for example: first week of leisurely walking, second week of Zumba, third week of aerobics, fourth week of ABS/abdomen, this is so that employees do not feel bored and excited; Celebration activities as a sign of gratitude and increasing a sense of togetherness, for example: birthdays and greetings for resigned or new employees, monthly Chit chat, such as having lunch together or discussions about activities to prevent the spread of the covid-19 pandemic; and holding virtual competitions such as virtual drama, virtual social gathering, and so on.

4. CONCLUSIONS

Internal Marketing Level with medium category; Self Efficacy with moderate category; along with employee engagement with a high category overall resulted in the achievement of the vision and mission with a high category. Satya Negara Hospital organizes employee engagement activities during the pandemic by making scheduled togetherness events.

Employee Engagement acts as a partial mediating variable to provide a strong indirect influence on Self-Efficacy towards the Achievement of the Vision and Mission of the Satya Negara Hospital. Employee Engagement variable is the variable that directly has the most significant effect on the achievement of the Vision and Mission of Satya Negara Hospital compared to Internal Marketing and Self Efficacy. We suggest that First, Satya Negara Hospital to improve the remuneration system and rewards obtained by health workers in a fair and proper manner based on the individual performance of health workers. Second, Satya Negara Hospital provides SOP (Standard Operating Procedure) to increase career paths in accordance with the level of experience and competence of employees. And third, Satya Negara Hospital gives awards for the best employees every month and provides additional bonuses/incentives given by management outside of salary for successful completion of work quickly and accurately.

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