



Strategies to Improve the Performance of Medical Record Officers Through Structural Equation Model Analysis

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Abstract

This study intends to develop a performance model for hospital medical staff by analyzing the influence of work meaning and servant leadership on job performance, as well as testing the mediation role of employee gratitude and work engagement, including measuring the impact of all variables if tested simultaneously. Some previous empirical studies have stated that servant leadership has a 67% effect on improving employee performance, but other studies show the opposite. The respondents of this study were 323 medical record officers from private hospitals in Makassar City. This study uses a factorial correlation design that was tested using the Statistical Program for Social Science (SPSS) and Analysis of Moment Structure (AMOS) version 22. The study results show that employee gratitude significantly strengthens the relationship between servant leadership and job performance. In addition, work engagement has proven to be a suitable catalyst for the relationship between meaningful work and job performance. Developing dimensions and indicators of servant leadership, meaningful work, employee gratitude, work engagement, and job performance from the perspective of employee interaction with the organization is valuable in strengthening social exchange theory in the health sector. This study also suggests that hospital management should always maintain employee gratitude and employee work engagement as an effective strategy for improving the performance of hospital medical record officers.

Introduction

Hospitals function as healthcare centers responsible for patient safety and quality of life. Various studies have proven that employee performance positively impacts hospital operational efficiency in terms of accuracy of diagnosis, speed of response in emergencies, and reliability in recording and managing medical records (Ismawati *et al.*, 2021; Wali *et al.*, 2020). When employee performance is good, operations will be optimal to guarantee service quality. This has a real impact on patient satisfaction and the reputation of the hospital (Daraghmi *et al.*, 2019). Employee performance is also critical in supporting hospital operations' sustainability amid complex work environment pressures. The healthcare sector faces severe

challenges, such as high workloads, increasing patient expectations, and the demand to adhere to high service standards (Daraghmi *et al.*, 2019; Wali *et al.*, 2020). In these conditions, high-performing employees can handle workloads better, maintain operational stability, and ensure professional standards are met in providing services (Ismawati *et al.*, 2021). This will drive cost efficiencies that are important for the financial sustainability of hospitals.

High-performing employees tend to be more engaged and motivated to contribute to developing new systems or processes. In a dynamic organization like hospitals, continuously innovating is critical in the face of changes in medical technology, health policy, and patient needs (Boonstra *et al.*, 2021). Therefore,

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improving employee job performance is an operational need and an important strategy to ensure hospitals' future competitiveness and sustainability (Ismawati *et al.*, 2021). In this context, servant leadership that focuses on leadership that serves and supports employees is seen as an essential factor in driving better performance (Saleem, 2022). However, studies that address the relationship between servant leadership and job performance still show inconsistencies in their findings, suggesting the need for more in-depth research to understand the mechanisms underlying the relationship. Several studies show that servant leadership positively impacts job performance because it can increase employee motivation, satisfaction, and engagement (Alahbabi *et al.*, 2023; Bayangkari *et al.*, 2024; Bienkowska *et al.*, 2022; Melhem *et al.*, 2023; Yulihardi *et al.*, 2022), while others find no significant influence (Buchori *et al.*, 2023; Devi, 2022; Sriadmitum *et al.*, 2023). This is the basis for this study to explore other factors in mediating the relationship, such as employee gratitude and work engagement.

In addition, studies by Song (2024) explain that good servant leadership can present employee gratitude. This is done by paying sincere attention to the needs and welfare of employees. These studies prove that gratitude strengthens emotional connections and encourages employees to work harder, show loyalty, and contribute to achieving common goals to the maximum extent (Xia, 2024). A study report by Aftab (2023) and Yao (2022) identifies work engagement as an antecedent of job performance in health services. With a strong level of engagement, employees are more motivated to achieve the best results, complete tasks efficiently, and show a high commitment to organizational goals (Aftab, 2023). Meaningful work also has a significant influence on work performance. As reported by Rabiul (2023), when individuals feel that their work has a deep meaning, they tend to be more motivated to achieve their work goals and make their best contribution. This happens because work perceived to be meaningful can provide intrinsic satisfaction, which ultimately positively impacts job performance (Ahmed, 2022). Furthermore, the study mentioned that meaningful work triggers work engagement.

Individuals who feel the meaning of work will tend to be more emotionally, cognitively, and physically involved in their work. This sense of meaning strengthens their commitment to their tasks, increasing their energy, enthusiasm, and focus (Lavy, 2022; Tan, 2021).

Therefore, this study aims to test and develop a model of the influence of job performance for medical record officers in hospitals as well as test and analyze the impact of meaningful work and servant leadership on job performance, including the influence of employee gratitude and work engagement as mediation variables and to determine the influence of all variables if measured simultaneously using the social exchange theory paradigm. The modeling in this study is complex and complex and adopts an innovative approach that differentiates it from previous studies. This study explored more specific aspects and introduced new analysis methods that other researchers have not applied. Therefore, this study is expected to present new insights and enrich the scientific literature in health management.

Method

To answer the research objectives and provide a systematic overview of the research object, this study uses a quantitative approach with a descriptive type of research and a factorial correlation design (Patel & Patel, 2019). The population in this study is all 728 hospital medical record officers distributed in 35 private hospitals in Makassar City. To represent the population, the sample in each hospital was determined using the proportional random sampling method of 323 people. The data in this study were collected using a questionnaire, where each indicator was represented by one question measured by an ordinal scale. Respondents' answer options use a score range from 1 to 10. This approach is intended to minimize the potential for errors when respondents provide answers.

The model in this study consists of 5 constructions, including servant leadership, meaningful work, employee gratitude, work engagement, and job performance. The entire research construct is measured by indicators deduced from social exchange

theory. Therefore, the indicators developed are different from those of previous studies. Servant leadership measurements were synthesized from the survey with indicators such as empathetic listening, empowerment advocacy, ethical stewardship, and community building. Furthermore, meaningful work indicators are synthesized from the study form, which includes purposeful contribution, value alignment, impact awareness, and personal fulfillment. In addition, the employee gratitude indicator was measured from the synthesis of the study Hameed (2023) form, which included recognition, acknowledgment, supportive appreciation, development gratitude, and gratitude for well-being. Work engagement indicators are synthesized from the study results Zhang (2022), including vigorous involvement, cognitive absorption, emotional connection, and sustained dedication. The job performance uses indicators of the results of the synthesis of studies Ghasemy (2022): task efficiency, quality consistency, role adaptability, and proactive improvement.

The data analysis in this study uses the structural equation modeling (SEM) technique using AMOS 22 software. The selection of SEM techniques for multivariate analysis is based on several reasons: First, SEM is a multivariate analysis method that can test and display the weights and meanings of indicators simultaneously, and causal relationships in the model. Second, the SEM technique has high flexibility in model adjustment, allowing variables to simultaneously play multiple roles as exogenous, endogenous, or mediating variables. Third, SEM allows mediation and moderation analysis to be carried out in a series of integrated testing processes. Fourth, SEM techniques enable researchers to identify and measure indirect influences between variables, which is often difficult for other analysis techniques to do. Fifth, SEM techniques allow for practical and logical testing of mediation hypotheses, thus ensuring the existence of partial mediation or complete mediation. Finally, the SEM enables various types of data, including cross-sectional, longitudinal, and panel data, to provide high flexibility in its

analysis (Byrne, 2016).

Result and Discussion

The respondents of this study were spread across 35 private hospitals in Makassar City, most of whom were male (90.7%), educated with Diploma 3 (64.1%), and had worked for more than 5 years (61.9%). A clear description of the research respondents can be seen in the following table 1.

The Levene test is run first on the SPSS 22 software before SEM analysis to ensure that the data is free from bias and has homogeneous properties. The test results showed that the significance of all indicators was above 0.05, so the sample data was declared homogeneous and came from the same population group. The analysis continued with a data normality test using AMOS software. The test results showed that all data were not normally distributed and were in the category of substantial negative skewness, with a CR skewness value of more than +2.58. Refer to the formula Tabanick & Fidell (2003), then the formation is carried out using the formula $Lg10(K-X)$, where X is the normalized variable, and K is the constant. For the record, the result of the subtraction on X should still show a positive number so that the value of $K = 11$ corresponds to the measurement score range of 1-10. After the transformation is successfully carried out, all data is declared to have been distributed normally, and the analysis can continue. The next stage is an observation of univariate and multivariate outliers on sample data. The results showed that the z-score value was identified as < 3.0 , and the value of the Mahalanobis distance shown is relatively small or on a line that follows the data distribution, so that it can be ensured that the sample data is free from univariate and multivariate outliers. The following process is to evaluate multicollinearity among exogenous variables. The analysis showed that the correlation between exogenous constructs had a coefficient of 0.752, more diminutive than 0.85, indicating no multicollinearity of exogenous variables in the model (Ghozali, 2017).

Table 1. Description of Research Respondents

Description	Frequency	Percentage (%)
Hospital	Sum	%
Jaury Academic Hospital	14	4.3
Grestelina Hospital	14	4.3
Hermina Hospital Makassar	13	4.0
Hikmah Hospital	13	4.0
Ibnu Sina Hospital Makassar	14	4.3
Faisal Islamic Hospital	12	3.7
RS Luramay	8	2.5
Mitra Husada Hospital Makassar	11	3.4
Primaya Makassar Hospital	14	4.3
Siloam Hospital Makassar	13	4.0
Stella Maris Hospital	14	4.3
East Indonesia University Tourism Hospital	9	2.8
RSIA Amanat	7	2.2
RSIA Ananda Makassar	9	2.8
RSIA Bahagia	9	2.8
RSIA Budi Mulia	9	2.8
RSIA Bunda Makassar	9	2.8
RSIA Cahaya Medika	7	2.2
RSIA Catherine Booth	9	2.8
RSIA Elim Makassar	8	2.5
RSIA Fajar Medika Nusantara	7	2.2
RSIA Gia Lestari	5	1.5
RSIA Kartini	8	2.5
RSIA Malebuh Husada	6	1.9
RSIA Masyita	9	2.8
RSIA Mutiara Aroepala	6	1.9
RSIA Paramount	10	3.1
RSIA Permata Hati	6	1.9
RSIA Prof. Dr. HM. Farid	6	1.9
RSIA Restu Makassar	7	2.2
RSIA Sayang Bunda Hertasning	7	2.2
RSIA Sentosa	10	3.1
RSIA Siti Khadijah 1	8	2.5
RSIA Siti Khadijah 3	6	1.9
RSIA Wihdatul Ummah	6	1.9
Gender	Sum	%
Man	30	9.3
Woman	293	90.7
Last Education	Sum	%
Diploma Three	207	64.1
Bachelor	116	35.9
Long Time as a Medical Records Officer	Sum	%
≤ 5 Years	123	38.1%
> 5 Years	200	61.9%

Source: Primary data, 2024

Table 2. Convergent Validity and Construct Reliability of Research Variables

Variable	Indicators	Standard Estimate	S. E	Squared Standard Estimate	Convergent Validity (≥ 0.50)	Construct Reliability (≥ 0.70)
Servant Leadership	Empathetic listening	0.876	0.233	0.767	0.812	0.945
		0.938	0.120	0.880		
	Ethical stewardship	0.906	0.179	0.821		
	Community building	0.883	0.220	0.780		
Meaningful Work	Purposeful contribution	0.895	0.199	0.801	0.687	0.897
	Value alignment	0.781	0.390	0.610		
	Impact awareness	0.829	0.313	0.687		
	Personal fulfillment	0.805	0.352	0.648		
Employee Gratitude	Recognition	0.718	0.484	0.516	0.516	0.810
	Support appreciation	0.695	0.517	0.483		
	Development gratitude	0.678	0.540	0.460		
	Well-being thankfulness	0.778	0.395	0.605		
Work	Vigorous involvement	0.751	0.436	0.564	0.527	0.816
	Cognitive absorption	0.697	0.514	0.486		
	Emotional connection	0.772	0.404	0.596		
	Sustained dedication	0.680	0.538	0.462		
Job	Task efficiency	0.803	0.355	0.645	0.710	0.907
	Quality consistency	0.840	0.294	0.706		
	Role adaptability	0.892	0.204	0.796		
	Proactive improvement	0.834	0.304	0.696		

Source: Primary data, 2024

After all stages were successfully implemented, the analysis continued evaluating each indicator's factorial weights using the confirmatory factor analysis (CFA) technique. The study results showed that the factorial weight value of the exogenous and endogenous variables had met the set statistical identity requirements, which was > 0.60 , with a critical ratio above 1.96 at the significance probability level of < 0.05 . Therefore, all indicators prove to be valid representations of their variables. The results of the variable significance test and its indicators are presented in more detail in the following table.

From Table 2, all variables of this study obtained good convergent validity (> 0.50), namely servant leadership (0.812), meaningful work (0.687), employee gratitude (0.516), work engagement (0.527), and job performance (0.710). The reliability measurement also meets the statistical requirements (> 0.70). Each variable showed relatively high reliability, namely servant leadership (0.945), meaningful work (0.897), employee gratitude (0.810), work engagement (0.816), and job performance (0.907). Therefore, the analysis can be continued at the stage of model testing and testing of causality hypotheses. The model test in this study aims to see the overall influence of exogenous variables on endogenous variables. In addition, model testing is also intended to

assess whether the built model is statistically significant (Ghozali, 2017). The main parameters in this test are the degree of the chi-square test and the degree of significance obtained. Given that the measure is difficult to achieve, the experts then developed several indices to declare the achievement of a good model (Jones, 2021). The results of the model test run in this study showed good index fulfillment and were above the required cut-off value, so the model was declared fit, as seen in the following figure and table:

The results of the full SEM test with the achievement of the index, as seen in Table 3, show that the model is well confirmed and has met the goodness of fit criteria. This means that the model developed can be tested empirically and matches existing data. In addition, the model developed is the most logical model to improve job performance for hospital medical record officers. Furthermore, observations of residual covariance from sample data were also carried out. The standardized residual covariances matrix's tolerance limit was ± 2.58 with a significance level of 5%. The observation results on the output AMOS show no residual value exceeding ± 2.58 . Thus, it can be stated that this model qualifies as a good model (Byrne, 2016). Therefore, the analysis can be continued by testing the causality hypothesis.

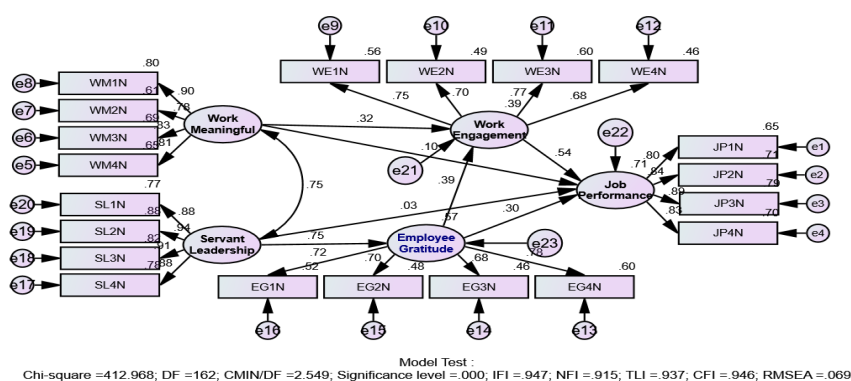


Figure 1. Model Test Results

Table 3. Model Achievement Index

Goodness of Fit Index	Cut-off Value	Result	Information
Just –Square	It is expected that the value is small	412.968	-
Significance Probability	≥ 0.05	0.000	-
CMIN/DF	≤ 2.00	2.549	-
RMSEA	≤ 0.08	0.069	Good
IFI	≥ 0.90	0.947	Good
NFI	≥ 0.90	0.915	Good
TLI	≥ 0.90	0.937	Good
CFI	≥ 0.90	0.946	Good

Source: Primary data, 2024

Each hypothesis is tested through a path coefficient with a p-value significance of less than 0.05, which indicates a significant influence. In addition, the Critical Ratio (C.R.) with a value above 1.96 strengthens the evidence of statistical significance on the path tested. The hypothesis testing in this study goes through three stages of the data processing process to ensure that all data is processed according to its respective objectives. The first stage is the analysis of confirmatory factors to identify all variables in this study. The second stage is the simultaneous testing of all hypotheses developed in the structural model, intending to ensure that each hypothesis can be tested effectively through testing the full structural model. The third stage is to test the mediation relationship

formulated in this study for several mediation variables that have been previously determined. This study also developed two mediation variables in the form of employee gratitude and work engagement, which are solutions to the research gap in this research problem. This mediation test uses the bootstrapping method, a strong and accurate approach to analyzing indirect relationships (Byrne, 2016). However, the Sobel Test is still used as an additional tool and complementary analysis to confirm the mediation effect further because the Sobel Test calculates the significance directly through the z-value and displays the estimate and standard error numbers (Jones, 2021). The results of testing the causality hypothesis can be seen in the following table.

Table 4. Hypothesis Test Results

Relationship	Estimate	S.E.	C.R	P	Information
Servant Leadership → Employee Gratitude	0.633	0.051	12.443	***	Accepted
Servant Leadership → Job Performance	0.023	0.080	0.292	0.770	Rejected
Meaningful Work → Work Engagement	0.336	0.080	4.181	***	Accepted
Meaningful Work → Job Performance	0.103	0.068	1.518	0.129	Rejected
Employee Gratitude → Work Engagement	0.457	0.094	4.883	***	Accepted
Employee Gratitude → Job Performance	0.332	0.089	3.712	***	Accepted
Work Engagement → Job Performance	0.506	0.067	7.547	***	Accepted

Source: Primary data, 2024

Table 5. Mediation Test Results

Relationship	Mediator	C.R	S.E	P	Information
Servant Leadership → Job Performance	Employee Gratitude	3.572	0.059		Full mediation
Servant Leadership → Work Engagement	Employee Gratitude	4.526	0.064		Partial mediation
Meaningful Work → Job Performance	Work	3.671	0.046		Full mediation
Employee Gratitude → Job Performance	Work	4.088	0.057		Full mediation

Source: Primary data, 2024

In Table 4, of the seven direct relationships tested, six hypotheses are well accepted with a CR value of > 1.96 at a significance level of < 0.05 , in addition to 2 hypotheses that are declared rejected.

It can be seen in Table 5 that of the four mediation hypotheses developed, all of them show good acceptance with a CR value of > 1.96 at a significance level of < 0.05 . Three show the entire mediation category, and the other 1 shows the nature of partial mediation. In principle, this study aims to examine the influence of servant leadership and work meaning on job performance and the mediation role of employee gratitude and work engagement in the relationship, and analyze the impact of all variables if measured simultaneously. Based on the analysis results, this study successfully answered the goals that had been set. The study's findings showed that of the seven direct relationships tested, five hypotheses were accepted with high significance. In addition, all mediation hypotheses tested were also accepted, with three categories of complete mediation and one partial mediation.

The results of the hypothesis test show that servant leadership is proven to increase employee gratitude significantly (Estimate = 0.633, CR = 12.443, $p < 0.05$). This indicates that a service-based leadership style can create high gratitude for medical record officers. Servant leaders can build positive interpersonal relationships, pay attention to employee needs, and create a supportive work environment, resulting in tremendous gratitude. As stated, these findings support previous theories and research that servant leadership contributes to increased positive emotions in the workplace. However, the direct relationship between servant leadership and job performance was

insignificant (Estimate = 0.023, CR = 0.292, $p = 0.770$). This means that the influence of servant leadership on job performance is indirect but mediated by another variable, namely employee gratitude, as proved by Nicuță (2024) and Song (2024). Mediation analysis showed that employee gratitude could mediate this relationship (CR = 3.572, $p < 0.05$). In other words, servant leadership improves performance by increasing employee gratitude. These results align with research, which states that positive emotions such as gratitude bridge leadership and work results.

In addition, meaningful work significantly influenced work engagement (Estimate = 0.336, CR = 4.181, $p < 0.05$). These results show that the perception of meaningful work can motivate medical record officers to be more emotionally and cognitively involved. However, the direct relationship between meaningful work and job performance was insignificant (Estimate = 0.103, CR = 1.518, $p = 0.129$). Further analysis showed that work engagement could fully mediate this relationship (CR = 3.671, $p < 0.05$), meaning that meaningful work improved performance through increased engagement. These findings are consistent with studies that emphasize the importance of meaningful work in creating high work engagement.

Furthermore, employee gratitude has proven to have a significant effect on work engagement (Estimate = 0.457, CR = 4.883, $p < 0.05$) and job performance (Estimate = 0.332, CR = 3.712, $p < 0.05$). These findings reinforce the argument that gratitude is a positive emotion that encourages medical record officers to show higher commitment and perform better. This supports research Chen (2024) that reports that gratitude can improve an individual's well-

being and performance in the workplace. Work engagement was also found to significantly influence job performance (Estimate = 0.506, CR = 7.547, $p < 0.05$). This underscores the importance of work engagement as a key factor in boosting employee performance. This study proves that work engagement mediates the relationship of other variables and has a substantial direct effect on work outcomes. This fact is consistent with research stating that work engagement is the main predictor of employee performance.

In the mediation analysis, three relationships show complete mediation: Servant leadership on job performance through employee gratitude, meaningful work on job performance through work engagement, and employee gratitude on job engagement. Partial mediation is found in the relationship between servant leadership and work engagement through employee gratitude. These findings show that servant leadership has a direct influence on work engagement, as well as through the presence of employee gratitude (Hartono et al., 2021). Thus, the influence of servant leadership is complex and multidimensional, as expressed by Alahbabi et al. (2023) and Melhem et al. (2023).

Simultaneously, this analysis shows that all research variables contribute to each other in creating optimal performance. Simultaneous measurements prove that employee gratitude and work engagement are effective solutions for improving the performance of medical record officers (Baequni & Nasir, 2015; Widiarini & Nurannisa, 2022). Employee gratitude connects service-based leadership with work engagement and job performance more effectively. By increasing the grade, hospitals can create a more positive work atmosphere where officers feel valued and more motivated to perform. Gratitude can also reduce stress and improve interpersonal relationships, ultimately contributing to increased work engagement (Wijaya & Antonio, 2024). These findings support the argument of Chen (2024) that gratitude is a valuable emotional resource in the workplace.

On the other hand, work engagement significantly contributes to improving officer performance. By creating a high work

engagement, medical records officers will feel more connected to their work, both emotionally and cognitively. This allows them to be more focused, proactive, and productive (Indarjo et al., 2022). Work engagement can also overcome organizational challenges such as high turnover and decreased motivation, as stated by Neuber et al. (2022), Toscano (2021), and Bizri (2021). Therefore, increasing the involvement of medical record officers in the work must be a strategic priority in hospital management. Thus, the implications of this study emphasize the importance of a holistic approach to human resource management, including the development of service-based leadership, the creation of a meaningful work environment, and the increase in employee gratitude and work engagement. These results are relevant to efforts to improve the performance of medical record officers through psychological and emotional approaches. It should be noted that the mediating variables of this study, in the form of employee gratitude and work engagement, play an important role. Therefore, hospital management can design a more targeted strategy to improve both solution variables.

Conclusion

Servant leadership has been proven to increase employee gratitude, indirectly increasing work performance. Similarly, meaningful work increases work engagement, which in turn has a positive impact on performance. This study confirms that employee gratitude and work engagement are important mechanisms bridging the relationship between other variables and are the main predictors of optimal performance. As a practical recommendation, the hospital management is advised to develop a service-based leadership training program to increase the gratitude and engagement of medical record officers. In addition, hospitals can create an emotionally and cognitively meaningful work environment and pay attention to the psychological needs of medical record officers. This effort is expected to increase their motivation, welfare, and productivity and overcome challenges such as high turnover and decreased work motivation to create a more effective and harmonious work

system.

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