



Public Health Personnel's Performance: the Role of Perceived Organizational Support and Work Engagement

Desti Ranihusna[✉], Unzilla Ainun Ulfa, Sri Wartini

Faculty of Economics, Universitas Negeri Semarang, Semarang, Indonesia

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Abstract

Organizational support and work engagement are important for public health personnel at Balai Kesehatan Masyarakat to feel comfortable and safe at the workplace. Patient visits data assessed and evaluated by Dinas Kesehatan Central Java Province shows that the average patient visits within the last five years in several working areas at Balai Kesehatan Masyarakat Central Java Province significantly decrease. The purpose of the research is to examine public health personnel's performance through perceived organizational support and work engagement. This research used a quantitative research method and questionnaires distributed to 86 public health personnel in Balai Kesehatan Masyarakat that were tested using SEM-PLS with smart pls 3.0 program. The findings show that perceived organizational support and work engagement significantly affect performance; thus, all of the hypothesis is acceptable.

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Abstrak

Dukungan organisasi dan keterikatan kerja penting bagi tenaga kesehatan masyarakat di Balai Kesehatan Masyarakat agar merasa nyaman dan aman di tempat kerja. Data kunjungan pasien yang dinilai dan dievaluasi oleh Dinas Kesehatan Provinsi Jawa Tengah menunjukkan bahwa rata-rata kunjungan pasien 5 tahun terakhir di beberapa area kerja Balai Kesehatan Masyarakat Provinsi Jawa Tengah menunjukkan penurunan yang cukup signifikan. Tujuan dari penelitian ini adalah untuk menguji kinerja tenaga kesehatan masyarakat melalui persepsi dukungan organisasi dan keterikatan kerja. Penelitian ini bersifat kuantitatif dan menggunakan kuesioner yang disebarkan kepada 86 tenaga kesehatan masyarakat di Balai Kesehatan Masyarakat yang diuji menggunakan SEM-PLS dengan program smartpls 3.0. Temuan yang didapat adalah persepsi dukungan organisasional dan keterikatan kerja menunjukkan pengaruh yang signifikan terhadap kinerja, sehingga semua hipotesis dapat diterima.

JEL Classification: C11; G30; G32

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[✉]Correspondence Address

Jl. Kampus Timur, Sekaran, Gunung Pati, Semarang City, Central Java 50229
Email: d.ranihusna@mail.unnes.ac.id

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INTRODUCTION

Discussion about performance has been a terminology or concept often used by the organization and will always become an actual issue to drive and determine the success of an organization and human resources of the organization. Organizations and human resources are now faced with rapid changes and high challenges that performance is the deliverable achieved by an individual either qualitatively or quantitatively in completing his tasks and responsibilities (Nuraini et al., 2015). One of the methods to develop and improve employees' performance is by identifying any factors that affect the performance. These factors are perceived organizational support and work engagement.

Murniasih and Sudarma (2016) find in their research that employees' improved performance cannot be separated from organizational support. The support given by organizations for employees' works will create their judgment of perceived organizational support (Han et al., 2012). Perceived organizational support is a perception of how an organization appreciates employees' contributions and is concerned about employees' welfare. When employees perceive high organizational support, they will feel as if they have and attempt to develop positive affect in their work (Eisenberger et al., 1986).

The research conducted by Man and Hadi (2013) shows the belief that the organizations appreciate every contribution given will make employees willing to show their positive attitude while working. Organizational support is an important source for sub-emotional necessities, such as respect, caring, and tangible advantage. The feeling of being appreciated by the organizations helps fulfill employees' needs for approval, esteem, and affiliation (Ramdhani & Ratnasawitri, 2017).

According to the research conducted by Ariarni and Afrianty (2017), Arshadi and Hayavi (2013), Afzali et al. (2014) state that perceived organizational support positively affects performance. The research result is different from the research result by (Yih & Lawrence, 2011) and

(Wahyuni 2019) that perceived organizational support does not significantly affect performance. Also, (Chiang & Hsieh, 2012) and (Kambu et al., 2012) show that perceived organizational support has a negative and insignificant effect on performance.

Ramadhan and Sembiring (2014) state that work engagement also affects employees' improved performance aside from perceived organizational support. Work engagement is very valuable to employees and organizations since it affects their work and complete tasks. This shows that there are many advantages of work engagement. The excellence of performance is not enough to win the competition. Therefore, organizations need employees who are engaged in their work. Work engagement may help to facilitate employees' change in improving their performance (Yulivianto, 2019).

Work engagement is defined as a condition with positive motivation and energy related to the employees' work and pure willingness to contribute towards the work role and the organization's success (Ariarni & Afrianty, 2017). The research conducted by Cesário and Chambel (2017), Gorgievski et al. (2014), and Rahman et al. (2016) find that work engagement affects performance, but Guan and Frenkel (2018) and Sumakto and Sami'an (2013) show in their research that work engagement does not significantly affect performance. This indicates that not all employees who are engaged in their work will attempt to improve their performance.

Balai Kesehatan Masyarakat Central Java Province (5 working areas) is compiled annually and is published on the official website of Dinas Kesehatan Central Java Province. One of the considerations for assessing the quality of medical personnel's performance is looking at patient visits to show patient healthcare satisfaction. The health service quality provided by medical personnel is associated with patient satisfaction (1), loyalty (2), healthcare organization's productivity and profitability (3), and medical personnel's performance (4) (Mosadeghrad, 2014)

The performance achievement book published on the official website of Public Health Office of Central Java Province (Dinas Kesehatan Provinsi Jawa Tengah, 2020) shows that Indeks Kepuasan Masyarakat of Balai Kesehatan Masyarakat Semarang and Ambarawa working areas are increased, but the level of patient visits is decreased. This is a fairly complex condition. Quality health service is a subjective, complex, and multi-dimensional concept. If the quality of health services is not always maintained and improved, the number of patients will decrease. The decrease in patient visits is often interpreted as a result of unfulfilled patient expectations of the quality of health services (Librianty, 2018). Therefore, this research will contribute to other research by developing a conceptual framework for understanding factors that affect public medical personnel's performance through perceived organizational support and work engagement.

Hypothesis Development

Employees who perceive organizational support properly will make a positive behavior at work, including positive employee behavior that contributes to improved performance and dedicates themselves to achieving organizational goals. According to Chiang and Hsieh (2012), employees' performance will be better if they feel that the organization provides full support for what employees do. Therefore, employees feel valued, noticed, and recognized, and perceptions of organizational support stimulate better performance improvements.

The perception that the organization values employees reinforce employees' beliefs that the organization will fulfill its obligation to recognize their attitudes and behavior (Yulivianto, 2019). Organizational support is something that every employee expects. If the employees always feel the support provided by the organization by their expectations, they will naturally fulfill obligations, one of which is to engage themselves at work.

Employees who perceive that the organization is supportive to them make them more dedicated, passionate and feel present at work both physically and emotionally. Therefore, it can be concluded that the greater the organizational support the employee feels or perceives well, the more it is also great for their efforts to be engaged in their work. Furthermore, they will try harder to improve their performance. Based on the explanation of the relationship between the variables and the problems described above thus, the proposed hypotheses are as follows:

- H1: Perceived organizational support has a significant effect on performance.
- H2: Perceived organizational support has a significant effect on work engagement.
- H3: Work engagement has a significant effect on performance.
- H4: Work engagement mediates the relationship between perceived organization and performance

METHOD

This research used a quantitative method. This research object was conducted at the Community Health Center of Semarang and Ambarawa working areas. The sampling technique in this study used a simple random sampling method that 86 medical personnel of Balai Kesehatan Masyarakat of Semarang and Ambarawa were taken as samples. This research was conducted from February-April 2020. This research took a Likert scale for the measurement scale with five alternative answers. The research data were collected through questionnaires.

The questionnaire items for the perceived organizational support variables were adopted from Eisenberger et al. (1986), consisting of nine items such as "the organization appreciates my contribution well." The questionnaire items for work engagement variables were adopted from Schaufeli et al. (2002), consisting of 17 items such an example "I feel enthusiastic about my work," and the questi-

onnaire items for performance variables were adopted from Mathis and Jackson (2006) consisting of 12 items such an example “I can complete the work according to the target and standards set by the organization. The research hypotheses were tested using the structural equation model (SEM) with the SmartPLS 3.0 program.

RESULT AND DISCUSSION

Characteristics of Respondents

Characteristics of respondents described by: gender, age, and educational background show the following results:

Table 1. Demographic Respondent Based on Gender

Gender	Frequency	Percentage
Female	53	61.6 %
Male	33	38.4 %

Respondents in this study were 86 respondents. Based on Table 1 above shows that mostly 61.6% of the respondents were female and 38.74% of the respondents were male.

Table 2. Respondent Characteristic Based on Age

Age	Frequency	Percentage
28-32	9	10.5 %
33-37	14	16.3%
38-42	14	16.3%
43-47	17	19.8%
48-52	12	14%
53-57	18	21%
58-61	2	2.4%

Based on Table 2 above shows that the largest percentage appears with the age range of 43-47 years old (19.8%), then the age range of 33-37 years old and 38-42 years old have balanced percentage of 16.3%.

Table 3. Respondent Characteristic Based on Educational Background

Educational Background	Frequency	Percentage
< D3	14	16.3%
D3	20	23.3%
D4/S1	39	45.4%
S2	13	15.1%

Based on Table 3 above shows that mostly 45.4 % of the respondents have educational background D4/S1.

Descriptive Analysis

Descriptive analysis is used for empirical overview and description of the data collected in the research (Ferdinand, 2014). The produced index number started from 20 to 100 with a range of 80 without 0. Employing the three-box method, the range of 26.67 was used to interpret the research index. The score intervals are 20-46.47 (low category), 46.68-73.34 (moderate category), 73-3-100 (high category) (Ferdinand, 2014:231). Descriptive analysis was tested using SPSS 23 program.

Descriptively, the average index value of the perceived organizational supports variable in percentage is 72.3 with a moderate category. The average index value of the work engagement variable supports in percentage is 75.48 with a high category, and the average index value of the performance variable also supports in the percentage is 80.2 with a high category.

Convergent Validity

From the result of the measurement model in Figure 1, the indicator of perceived organizational support, work engagement, and performance variables have a loading factor limitation value of > 0.5 for tolerable limitation (Ghozali, 2014). Indicators POS07, WE03, WE04, WE12, WE13, WE15, WE17 and P09 were removed from the model since their loading factor < 0.5 and or AVE (average variance extracted) value < 0.5.

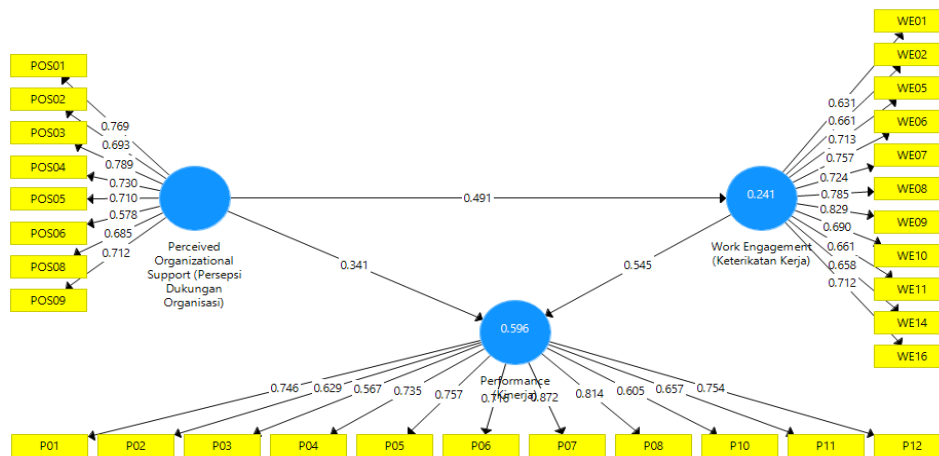


Figure 1. Measurement Model

Discriminant Validity

The discriminant validity was measured using a comparison between loading and cross-loading factors. If the loading factor values of an indicator are higher or than the cross-loading value, they have discriminant validity (Santosa, 2018). Below is the cross-loading value for this measurement model. Based on Table 2, we can

observe that the loading factor value > cross-loading and the measurement model may be declared discriminantly valid.

Reliability

Determination Coefficient (R-Square)

The determination coefficient is the common measurement to evaluate the structural model (inner model). The value shows the predictive power of the path model and hints

Table 4. Cross Loading Values

	POS	Performance	Work Engagement
P01	.512	.746	.457
P02	.525	.629	.566
P03	.264	.567	.603
P04	.422	.735	.424
P05	.472	.757	.442
P06	.380	.716	.450
P07	.434	.872	.567
P08	.406	.814	.559
P10	.366	.605	.528
P11	.477	.657	.459
P12	.504	.754	.512
POS01	.769	.545	.369
POS02	.693	.367	.321
POS03	.789	.560	.509
POS04	.730	.410	.364
POS05	.710	.517	.353

	POS	Performance	Work Engagement
POS06	.578	.291	.240
POS08	.685	.354	.265
POS09	.712	.235	.241
WE01	.434	.418	.631
WE02	.457	.465	.661
WE05	.335	.454	.713
WE06	.431	.593	.757
WE07	.247	.413	.724
WE08	.360	.565	.785
WE09	.413	.661	.829
WE10	.296	.575	.690
WE11	.146	.490	.661
WE14	.317	.377	.658
WE16	.327	.487	.712

at how good the model is according to the data obtained (Santosa, 2018). The R^2 value ranges from 0 to 1, with a value close to 1 showing higher prediction accuracy. R^2 values 0.75, 0.50, and 0.25 are interpreted to have substantial, moderate, and weak effects, respectively (Santosa, 2018).

The impact of perceived organizational support on performance presented an R-Square value of 0.596, which is interpreted that the validity of performance construct explained by the perceived organizational support construct has a percentage value of 59.6%, while another non-studied variable explains the remaining 40.4%; thus it may be stated to have a moderate effect.

Table 5. Cronbach's Alpha & Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Description
Perceived Organizational Support	.860	.890	Reliable
Performance	.904	.921	Reliable
Work Engagement	.903	.919	Reliable

Meanwhile, the model of perceived organizational support effects on work engagement presented an R-Square value of 0.214. This value is interpreted that the validity of the work engagement construct explained by the perceived organizational support construct has a percentage value of 21.4%. In comparison, the remaining 78.6% is explained by other unresearched variables, and therefore may be declared as having less effect.

Effect Size (f^2)

By comparing the R^2 value when all exogenous variables were involved in the path model analysis with the R^2 value when one of the exogenous variables was eliminated in model analysis, the effect size can be obtained (f^2). This is performed to observe the effect arising when an exogenous variable was eliminated from the path model proposed. The magnitude of the effect of eliminating exogenous variables on the path model is expressed

in 0.02, 0.15, and 0.35, indicating small, medium, and large effects (Santosa, 2018:95). Below is the result of the f^2 calculation for this research:

Based on the effect sizes, it can be stated that the model has an average effect size of 0.365. This result indicates that the model has a big influence size effect.

Predictive Relevance Q^2

Besides evaluating the R^2 value, the predictive accuracy criteria, the other criteria used to evaluate the structural model are the Q^2 value. When the path model shows predictive relevance, the path model may accurately predict the data that are not used in evaluating the model.

Assessment of Q^2 value provides that if Q^2 value is higher than zero, the certain endogenous construct will have predictive relevance. If the Q^2 value is equal to or lower than 0, it shows there is no predictive relevance (Santosa, 2018).

Based on the results of the calculation Q -square value (Q^2), it can be interpreted that the endogenous construct of work engagement has a Q^2 value of 0.234 and performance has a Q^2 value of 0.176, so it can be said that the endogenous (dependent) construct in this study has predictive relevance (more than 0), and can accurately predict the data that is not used to evaluating the model.

Path Coefficient

The path coefficient shows the relation between variables stated in the hypothesis. The path coefficient has a standardized value between -1 and +1. A coefficient value close to +1 shows a very strong positive of the variables related. The coefficient value close to -1 shows a

very strong negative relation. When the coefficient value is close to zero, two variables related have very weak, of which difference is as insignificant as zero (Santosa, 2018:92). T-statistic > 1.645 (one tailed) and p-value < 0.05 ($\alpha < 0.05$).

Table 6. Effect Size (f^2)

	Effect Size
Perceived Organizational Support-Performance	.219
Perceived Organizational Support-Work Engagement	.317
Performance-Work Engagement	.559

Based on Table 6 that perceived organizational support on performance, it has an original sample 0.033, with t-statistic 4.153 > 1.645 ($\alpha 0.00 < 0.05\%$), perceived organizational support on work engagement has an original sample 0.495, with t-statistic 5.911 > 1.645 ($\alpha 0.00 < 0.05\%$), and work engagement on performance has an original sample 0.555 with t-statistic 8.825 > 1.645 ($\alpha 0.00 < 0.05\%$).

Indirect Effect

Based on Table 9 show that perceived organizational support on performance through work engagement has an original sample 0.275, with t-statistic 4.721 > 1.645 ($\alpha 0.00 > 0.05\%$).

Table 7. Predictive Relevance

	SSE	SSO	Q² = 1 - (SSE/SSO)
Work Engagement	946.000	724.655	.234
Performance	946.000	779.824	.176

Table 8. Path Coefficient Inner Model

	Original Sample	T-Statistic	P-Value
POS-Performance	.332	4.153	.00
POS-WE	.495	5.911	.00
WE-Performance	.555	8.825	.00

RESULT AND DISCUSSION

The result of the hypothesis test presented in Table 6 (path coefficient) and Table 7 (indirect effect) shows that all p-value ($0.00 < 0.05$) indicates the significant relationship among perceived organizational support, work engagement, and performance (direct and indirect) meaning that all hypothesis in this research is acceptable. Perceived organizational support plays an important role in shaping the behavior shown by employees in the organization, such as to contribute performance improvement, work engagement, and dedication to the achievement of organizational goals.

Organizational support will lead to various consequences of performance, and in fact, employees with high organizational support will show their improved performance and work engagement (Ramdhani & Ratnasawitri, 2017). Performance improvements and work engagement are feedback that employees give to support they received (Casimir et al., 2014). Perceived organizational support creates employees' responsibility to give attention to the organization. One of the attentions may be noticed with their positive emotion displayed through their high spirit and enthusiasm in work, and the other consequence is that the employees will feel engaged in their work (Mujiasih, 2015). When employees feel support and engaged in their work, they will at-

Table 9. Total Indirect Effect

	Original Sample	T-Statistic	P-Value
POS-WE-Performance	.275	4.721	.00

tempt to improve their performance. Perceived organizational support will affect employees' performance more if they are also engaged in their work (Ariarni & Afrianty, 2017).

This research result is by the research conducted by (Ariarni & Afrianty, 2017; Afzali et al., 2014), showing that perceived organizational support positively and significantly affects both performance and work engagement (Ramdhani & Ratnasawitri, 2017). Furthermore, work engagement positively and significantly also affects performance (Cesário & Chambel, 2017; Gorgievski et al., 2014; Azizah & Ratnaningsih, 2018). The research conducted by (Sulin & Yanuar, 2019; Ariarni & Afrianty, 2017) also shows that work engagement successfully mediates perceived organizational support on the performance.

CONCLUSION AND RECOMMENDATION

Based on the research results, the effect of perceived organizational support and work engagement on the performance of medical personnel of Public Health Center Semarang and Ambarawa working areas shows that perceived organizational support and work engagement positively and significantly affect the performance. This means that employees' good perception of the support given by the organization affects the performance and work engagement. Work engagement successfully mediates the relationship between perceived organizational support and performance. The managerial implications of this research are to understand the conceptual framework factors that can affect the performance of the medical personnel at Public Health Center with their perspective organizational support and engagement.

The limitation of this study is that the sample size is relatively small, and the variables used in this research are variables that are frequently used. Moreover, the gap phenomenon in this research is not completely explained, and the questionnaire item in general so is less able to capture the desired phenomenon.

For further research, we suggest that the researcher can either expand the sample (five working areas) so that the result of the study is more generalized, conduct research on the same aspects to test the consistency of the results of this study or explore with other variable and fields such as transportation and hospitality by using specific indicator and questionnaire.

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