

Personal Resources on Work Engagement: Study Comparison Based on Length of Service's Nurses Employment in Hospitals

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ABSTRACT

The current study investigates the comparison between Personal Resources (PR) and Work Engagement (WE) based on Length of Service. This is a quantitative study conducted using a cross-sectional approach. The sample contained 257 employees of three hospitals in South Sulawesi who were selected by simple random sampling and then analyzed using an ANOVA test on SPSS 24. The results of the analysis demonstrated that there was a statistically significant relationship ($p < 0.05$) between PR and WE based on the employees' length of service within the hospital. Length of Service has an important role in increasing the influence of personal resources and work engagement.

INTRODUCTION

Work engagement (WE) is vital for an organization's effectiveness. At the same time, corporations try to improve employee WE. Studies (eg, Gemeda & Lee, 2020) have demonstrated the significance of employee job engagement for performance, turnover intent, OCB, health, proactive behavior, innovative behavior, and knowledge production methods. This is consistent with previous studies, which indicated that employees who are active, excited about their work, and engaged in their employment have better attitudinal and behavioral results (Hidayah Ibrahim et al., 2019).

Job resources based on motivational processes are an important part of organizational commitment and WE. (Demerouti et al., 2001; WB Schaufeli & Bakker, 2004). Employees perceive meaningful work as purposeful, significant, fulfilling a higher-order need, and providing an individual identity. Meaningful work has been proven to predict positive behaviors such as enhanced performance, well-being, lower absenteeism, turnover intention, and engagement (Tan & Yeap, 2021).

Furthermore, engaged employees exhibit a profound and efficient connection to their work responsibilities and demonstrate a belief in their ability to effectively manage the demands of their jobs (Silitonga et al., 2020). Engaged employees exhibit a productivity to sustain their motivation and engagement at work. In addition, work engagement is a construct of significance in the realm of organizational psychology, constituting a positive and gratifying cognitive and emotional state. It manifests in three fundamental dimensions: vigor, devotion, and absorption. Engagement, as opposed to a transitory and context-specific event, refers to a sustained and general affective-cognitive disposition that lacks a particular focal point and is indifferent to unique items, occurrences, individuals, or actions (Schaufeli & Bakker, 2004).

WE is the most crucial component in improving employee performance, which naturally has an impact on company performance. High levels of WE have been linked to higher job satisfaction and a desire to stay on the job. WE is a construct used to indicate a healthy workplace (Arvidsson et al., 2023). When workers feel highly in control of their duties at work, they are said to be engaged. If employees are sincerely dedicated to their jobs, they will give and express themselves physically, psychologically, and emotionally (Irwandy et al., 2021).

The Job Demands-Resources (JD-R) Model is one approach to investigating human resource challenges. It indicates that workplace demands, job resources, and personal resources all have an impact on employee engagement. Employees with more personal and professional resources are more productive at work (Mazzetti et al., 2023). Personal Resources (PR) are traits within a person that relate to resilience and their belief in their ability to control their environment effectively. It's about how much control people think they have over their work or surroundings. Someone who is optimistic and self-confident believes that wonderful things can happen to them and that they can handle unexpected situations. This mindset helps employees tackle their job challenges more effectively. For example, our study discovered that cheerful

and self-assured healthcare nurses can turn emotionally difficult interactions with patients into challenges, keeping them motivated in their work (Bakker & Demerouti, 2018; Xanthopoulou et al., 2007).

The intrinsic satisfaction derived from one's job significantly contributes to the evolution of overall worker satisfaction over time, and the duration of one's employment is closely linked to both job satisfaction and dissatisfaction. Alternatively, it is argued that employees tend to realign their work-related values with the current working conditions, resulting in an increase in job satisfaction (Sarker et al., 2003). A study by the Indonesian Health Ministry looked at job satisfaction among health personnel. It was found that about 23.9% of health personnel in Indonesia were not happy with their jobs. According to some studies, job satisfaction is influenced by variety, personality, values, job crafting, self-efficacy, optimism, self-undermining, and motivation (Sidin et al., 2021).

In the context of how people feel about their work, time can influence their job satisfaction, which is their positive or negative assessment of their job. Researchers often utilize two time-related measures: age denotes the passage of time in a person's life, and tenure represents the time spent in a certain job (Riza et al., 2016). An employee's tenure is closely tied to their experience, confidence, and grasp of the job description. Employees with a longer service history can transfer excitement, comprehension, and a higher work ethic than new hires (Hasbi et al., 2023). This is consistent with Vaksalla & Hashimah, 2015 research, which found that nurses who are more hopeful and have a greater level of personal growth initiatives and a sense of significance in life are more engaged at work. As a result, the length of time a person spends at work affects his personal level and has an impact on employee engagement.

According to JD-R, WE is determined by personal and job resources. Based on Xanthopoulou et al. (2007), PR has an important role to influence WE. In addition work engagement may be influenced by greater autonomy, job strain, work life balance psychosocial, motivating language. This is reinforced by research demonstrating that older workers with greater levels of employment and reduced perceptions of age stereotyping in their surroundings are more likely to work longer and so stay in the job (Vignoli et al., 2021). Then length of employee service tends to have better understanding of organization, it may boost WE. Therefore it is interesting to know the impact of length of Service on WE.

This fact WE are becoming a problem should be reviewed in provincial hospitals. Because the decrease of organizational performance. One problem is because WE. From the data we can see, most of employees in this hospital are civil servants. some founding stated that WE of civil servants tend to be low because they don't have high motivation to do their job. Nepal's public services are accused of being chaotic, fragmented, poorly organized, inefficient, ineffectual, evasive, wasteful, delayed, frivolous, self-serving, inexplicable, unaccountable, corrupt, non-transparent, reckless, and incapable of satisfying people's expectations (Khanal et al., 2022).

Few studies in Indonesia have attempted to analyze the effect comparison between PR and WE based on hospital employee tenure. We conducted a sampling of hospital employees at provincial hospitals. As a result, this will be the first study to compare PR and WE among provincial hospital personnel in South Sulawesi based on their terms of service. This study will look at the impact of PR on WE among hospital staff based on length of Service.

THEORETICAL REVIEW

Personal Resources

PR is favorable self-evaluations of people's opinions of their ability to effectively regulate and impact their surroundings. Employees with more PR should have greater access to corporate resources, and vice versa (Bakker et al., 2023). PR has a direct positive impact on engagement as well as creating creative behavior in employees. Employees with strong self-efficacy, for example, describe feelings of competence, confidence, and motivation. As a result, they will demonstrate a strong desire to be interested in their jobs and will ultimately perform better (Nguyen et al., 2019; Sopiah et al., 2020). PR will be created and influenced by job resources resulting in a direct positive effect on WE and creativity. Conditional resources, such as a successful marriage, tenure, or workplace seniority, are highly valued. Good self-confidence and the impression of having control over one's condition are two personal characteristics that contribute to stress resilience (Peck, 2021).

Furthermore, Keyko et al., (2016) found a negative link between team tenure and engagement. Finally, past research has indicated that length of Service can influence the amount and stability of employee engagement, with employees with longer tenure demonstrating higher and more consistent levels of engagement than newer employees. (Mazzetti & Schaufeli, 2022). In addition, Barbier et al., (2013) suggested that employment tenure may alter employees' PR (eg, self-esteem and optimism).

Work Engagement

WE is one of the most commonly reported outcomes in occupational health psychology (Lesener et al., 2020). WE have traditionally been characterized as an individual's interactions with work. WE is defined as a positive, meaningful state of mind marked by excitement and passion for one's work (Bakker et al., 2004). There are various elements that affect worker engagement. There are two kinds of engagement: Individual employees and their interactions with their jobs, teams, or organizations, as well as the organization's strategy, management, and policies for generating an engaged workforce. This includes a business strategy and operational or managerial elements (Turner, 2019).

The motivating process under the JD-R concept states that job resources increase WE, which in turn promotes job performance (Lesener et al., 2020). According to Bakker & Demerouti (2004) WE is a good psychological state defined by excitement, dedication, and appreciation. Work engagement is a critical factor in establishing organizational success since it is the key to improving a person's performance at work (Wardani & Firmansyah, 2019).

Employees' commitment to their work and innovation appear to drive people's curiosity (Truong et al., 2021).

A nurse who has work engagement performs better than those who do not have work engagement, because nurses are emotionally more positive and explore their work well. It can be said that nurses who are engaged and experience positive influence will be more likely to show proactive behavior (Bakker & Demerouti, 2008). WE is defined as enhanced employee commitment and superior organizational performance. WE is crucial in assisting any company to acquire a competitive advantage over competitors in human capital. This is one factor that cannot be replicated by competitors, so it is something that is most valuable to be managed and utilized properly.

METHODOLOGY

Subjects

The study was conducted at the South Sulawesi Provincial Public Hospital, namely, Haji Hospital, Labuang Baji Hospital, and Sayang Rakyat Hospital in Indonesia. Researchers collected data through questionnaires distributed at the three provincial hospitals. The population of interest were all nurses working at the above locations, using a probability sampling technique with a total of 257 people. The sample size was obtained using the Slovin formula with a 5% margin of error.

It is known that the majority of respondents were between the ages of 36 and 45, accounting for 126 people (49.0%). Based on gender, the majority of respondents were female, with 226 people (87.9%). Respondents with the most recent degree of education, namely 130 persons (50.6%), had the following characteristics. According to their employment status, the majority of respondents were civil servants, with 203 people (79.0%). Nurse tasks were mostly performed by 216 people (84.0%) who were executive nurses.

Research design

A descriptive and cross-sectional study was carried out between March-April, 2023.

Data collection and Analysis

These forms were utilized to collect data: work engagement was measured using the Utrecht Work Engagement Scale (UWES), personal resources were measured using self efficacy, organizational-based self esteem, and optimism, and The variable of employee length of service is taken based on the characteristics of the respondents in the research questionnaire. The criteria for employee length of service are divided into 6 categories, namely employees with 1-5 years, 6-10 years, 11-15 years, 16-20 years, 21-25 years, exceeding 26 years. SPSS version 24 was used to conduct the analysis. This instrument has been tested for construct validity and reliability using 30 respondents at Labuang Baji Hospital, Makassar. The reliability test results show that all question items in this research questionnaire are reliable, as seen from the Cronbach's alpha value of > 0.80 . The validity test results show that all question

items in the questionnaire are valid, as seen from the person correlation value > r table (0.361), which ranges from 0.362 to 0.873. Statistical significance was defined as $p < 0.05$. An ANOVA analysis was used.

Ethical considerations

There are no ethical concerns about our research. Our study followed our university's code of ethics. Prior to administering the questionnaires, the hospital director approved staff participation, and all participants signed consent forms. The paper-and-pencil surveys explicitly specified participants' rights, such as the ability to withdraw at any time throughout the study, as well as extra information about the anonymization of the collected data. The Ethics Commission of Hasanuddin University's Faculty of Public Health provided written clearance (approved number: 3277/UN4.14.1/TP.01.02/2023).

RESULTS

Table 1. ANOVA Test of the Effect of Personal Resources and Work Engagement Based on Length of Service for South Sulawesi Provincial Hospital

			Sum of Squares	Mean Square	F	Sig.
PR_6* WorkEngagement	Between Groups	(Combined)	892.733	99.193	2.700	.143
		Linearity	544.959	544.959	14.836	.012
		Deviation from Linearity	347.775	43.472	1.183	.446
	Within Groups		183.667	36.733		
	Total		1076.400			
PR_5* WorkEngagement	Between Groups	(Combined)	1586.154	132.179	3.068	.028
		Linearity	1065.381	1065.38	24.732	.000
		Deviation from Linearity	520.773	47.343	1.099	.430
	Within Groups		560.000	43.077		
	Total		2146.154			
PR_4* WorkEngagement	Between Groups	(Combined)	6537.123	326.856	6.712	.000
		Linearity	4284.594	4284.59	87.984	.000
		Deviation from Linearity	2252.529	118.554	2.435	.014
	Within Groups		1460.917	48.697		
	Total		7998.039			
PR_3* WorkEngagement	Between Groups	(Combined)	5078.929	253.946	2.998	.002
		Linearity	2850.948	2850.94	33.656	.000
		Deviation from Linearity	2227.981	117.262	1.384	.190
	Within Groups		3388.317	84.708		
	Total		8467.246			
PR_2* WorkEngagement	Between Groups	(Combined)	4023.225	251.452	1.989	.044
		Linearity	2561.169	2561.16	20.264	.000
		Deviation from Linearity	1462.056	97.470	.771	.698
	Within Groups		4423.756	126.393		
	Total		8446.981			
PR_1* WorkEngagement	Between Groups	(Combined)	3655.476	243.698	4.550	.000
		Linearity	2050.697	2050.69	38.287	.000

	Deviation from Linearity	1604.778	114.627	2.140	.033
Within Groups		1928.217	53.562		
Total		5583.692			

Sources, Primary Data

Based on the data presented in Table 1, an ANOVA test was conducted to assess the influence of each variable. This analysis aimed to investigate the correlation between Personal Resource (PR) variables and Work Engagement (WE) concerning the length of service among employees at the South Sulawesi Provincial Hospital. The results of the analysis demonstrated that there was a statistically significant relationship ($p < 0.05$) between PR and WE based on the employees' length of service within the hospital. This significance was evident across various PR categories: PR_1 (length of service of 1-5 years) ($p = 0.000$), PR_2 (length of service of 6-10 years) ($p = 0.000$), PR_3 (length of service of 11 - 15 years) ($p = 0.000$), PR_4 (length of service of 16-20 years) ($p = 0.000$), PR_5 (length of service of 21-25 years) ($p = 0.000$), and PR_6 (length of service exceeding 26 years) ($p = 0.012$). Furthermore, the linearity F-values for each PR category were as follows: 38,287 for PR 1, 20,264 for PR 2, 33,656 for PR 3, 87,984 for PR 4, 24,732 for PR 5, and 14,836 for PR 6. Among the six variables studied, the study found that the PR of employees with a length of service ranging from 16 to 20 years had a more significant impact on this relationship than the other variables.

DISCUSSION

The issue of falling Work Engagement (WE) has surfaced as a major concern in provincial hospitals, resulting in a visible decline in organizational effectiveness (Dewinda et al., 2020). This issue is inextricably tied to the majority of public personnel employed in these healthcare facilities. Civil servants, as the fundamental human resources of the state machinery, are vital to the successful implementation of government and development policies. Civil servants capable of performing this role demonstrate competence through high discipline, good performance, and attitudes and behaviors characterized by loyalty and obedience to the state; they are morally and mentally sound, professional, and aware of their responsibilities as public servants. As a public servant, I am responsible for national unity and honesty (La explode, 2018). Research findings reveal that civil servants tend to have lower levels of WE due to less intrinsic desire towards their job (Mazzetti et al., 2023).

Several significant elements contribute to this situation. For starters, the bureaucratic character and abundance of red tape inside huge government institutions can result in time-consuming procedures, slowing down work processes, reducing efficiency, and stifling creativity and autonomy (Nur Qadry, Muhammad Idris, 2023). Furthermore, limited prospects for career promotion within civil service employment, when compared to the private sector, may deter personnel from seeking new challenges or pursuing career advancement. Another factor may inhibit the WE are job autonomy of civil

servants. They are unlikely to have greater job autonomy because of bureaucratic system (Hartley, 2013). Formalization is one of bureaucracy characteristics (Pugh et al., 1968) leading to all activities having to follow rules or regulations, so the civil servants will struggle for autonomy due to regulation. However, greater autonomy enhances employee's motivation then it leads to higher engagement (Cleavenger & Munyon, 2013). Additionally, accountability factors may reduce autonomy, because the staff must follow regulation while autonomy can create new activity and it may contravene the regulation. Gözükarar & Şimşek (2015) found that employee engagement can increase if transformational leadership is mediated by job autonomy. Therefore job autonomy has a significant role to influence the WE.

The second factor that has an impact on WE is organizational climate. Public services like public hospitals tend to be managed by bureaucratic systems. As some research stated that most of employee's behavior in the public sector is too bureaucratic, too stagnant and too conservative. They work based on political mandate (Helms, 2016; Parker et al., 2004). According to Stock et al., (2013), this behavior causes the public sector to have difficulties in being innovative. The staff perceive that they work as a machine, without the opportunity to create and have job autonomy. It can lead to burnout.

Leadership is also an important factor to boost the WE, particularly transformational leadership. In fact, some leaders in public hospitals are appointed not because of their competence, but political interest. It means, they may not have leadership skills. Furthermore, some public hospital leaders may be replaced due to new governor or major. It causes unstable organization. A new leader tends to develop a new plan, he or she does not follow the strategic planning of the organization. The subordinates may be skeptical about following the leader because they do not have a clear path to achieve the goals (Colak et al., 2021; Mahajan et al., 2023; Sabirin B Syukur & Hidayat, 2021).

Considering the tenure, the staff with long tenure may have more understanding with the organization's goals. They can follow the strategic plan of the organization and they internalize the organization culture. Furthermore, if the staff has good personal resources, has high self-efficacy, their perception about satisfaction is more widely held. The sources of their satisfaction are not only from materials but also from intangible aspects such as opportunity, working environment and better peer group (Sarker et al., 2003). Brauchle & Azam (2004) discovered that employers may expect greater performance from long-term employees because they are more reliable than newer ones. Individuals with longer tenure have a higher level of dedication than individuals with shorter tenure, resulting in improved performance (Janardhanan & Raghavan, 2018). The results of this study indicated that hospital personnel who had worked for 16-20 years had higher personal resources, which is one of the determinants of strong performance significantly superior to new employees.

According to Janardhanan & Raghavan (2018) employee tenure has a positive and significant impact on employee performance. One of the studies from Ng & Sorensen (2008) stated that individuals with longer tenure are more familiar with their job roles and may have achieved greater professional work achievements than newer employees. So these conditions allow employees who have longer tenure to perform better at work. In terms of tenure, it appears that unhappy employees leave while satisfied employees remain with the company. In a study analyzing the impact of tenure on job satisfaction levels of university teachers, tenure was discovered to be favorably and significantly connected to overall job contentment (Sarker et al., 2003).

Bartłomiejczuk (2015), According to their findings, Length of Service has the largest influence on core task performance between 3 and 6 years with a company, then drops until around 14 years of work. The "tenure curve" describes a distinct trend in employee involvement within firms. It is characterized by a U-shaped pattern, observed when analyzing data, illustrating the fluctuations in employee engagement over time. This trend is particularly evident in new employees who tend to exhibit high levels of engagement at the outset. However, as their tenure progresses, typically within the first year, there is a notable decline in their engagement levels. This dip continues until the employees complete around five years or more on the job, at which point their engagement begins to recover and increase once again (Rice, 2009). Our study provided evidence presented on Table 1 aligns with the study's outcomes, this suggests that the impact of homework on employee WE changes over time. The findings indicate that hospital personnel experience a positive effect on their personal resources and professional engagement throughout their first years of employment. This effect reaches its peak after 16-20 years of service at the hospital, after which it gradually declines for employees with longer tenures.

As per the study by Lakshmita et al. (2022), it was observed that the duration of employment has a notable positive impact on employee productivity in Medan. This leads to the conclusion that employees with longer tenure tend to exhibit higher levels of productivity. Conversely, individuals with shorter job tenure are at a greater risk of experiencing declining productivity in their work. According to studies, the length of one's stay at an organization accounts for a considerable amount of the individual differences in job satisfaction. Tenure may play a moderating impact in the relationship between WE and job satisfaction (Nelson et al., 2020). The duration of one's employment can influence their level of involvement and job satisfaction. New employees typically exhibit enthusiasm and contentment with their supervisors and colleagues. However, as their tenure progresses, they may attain greater independence. Despite their continued engagement, their contentment with their bosses and coworkers may decline over time (Rice, 2009).

Behavioural investigations into work engagement suggest that individuals are motivated to engage in their work not only because they find it enjoyable but also because it provides them with a heightened sense of purpose, enthusiasm, inspiration, and personal pride (Karaferis et al., 2022). These

positive aspects, in turn, serve as motivators for improved performance at work. However, this voluntary investment of continuous effort in work and the resolution of job-related challenges can result in the expenditure of physical energy and the depletion of various personal resources, especially time. During the process of work engagement, individuals may both gain new personal resources and deplete their existing ones (Bakker & van Wingerden, 2020). Studies have empirically demonstrated that personal resources, including those related to one's job and personal life, are utilized by individuals to manage and alleviate job-related demands while enhancing their performance in various life domains. The spectrum of these resources encompasses tangible items (eg, a mobile phone), emotional states (eg, confidence), circumstances (eg, achieving a milestone), and other intangibles (eg, time, energy, social standing) (Chen, 2022).

These research findings indicated that employees with abundant personal resources tend to have a strong sense of control and are better equipped to handle difficult situations, which protects them from negative consequences such as weariness. Staff having better self-efficacy, self-esteem and optimism will perform better because they feel assured about their job, and have an understanding of what the goals of the job are. As a result, individuals may detect or even modify components of their surroundings that help them achieve their goals. This ability fosters goal pursuit and, consequently, enhances work engagement (Xanthopoulou et al., 2007). Individuals with greater personal resources tend to exhibit a stronger sense of control and optimism, which contributes to their engagement at work.

Vigor and dedication are indeed predictors of a substantial portion of the variability in job satisfaction with co-workers and job satisfaction with supervision. However, Rice (2009) found that their research on public library staff does not support the notion that tenure functions as a moderator in the relationship between the variables of WE and job satisfaction. This implies that the degree of variability attributed to vigor and dedication in terms of satisfaction with co-workers and supervision remains consistent irrespective of employee tenure. Employee engagement is often highest for new employees, decreases after the first year, and does not increase again until 5 years or more on the job (Ryba, 2020).

People with long tenure had higher job satisfaction on average; however, Employees who are more satisfied with their jobs have longer employer tenure (Theodossiou & Zangelidis, 2009). Employees with longer tenure may encounter enhanced prospects for career advancement, elevated status, and increased authority, all of which have associations with higher job satisfaction. With the passage of time, individuals might engage in a cognitive process known as retrospective rationalization, where in they rationalize their existing work circumstances, leading to a rise in job satisfaction. Alternatively, they may have reconciled with, developed coping strategies for, or resolved the aspects of their job that were initially less agreeable (Riza et al., 2016).

CONCLUSIONS AND RECOMMENDATIONS

In conclusion, the current study suggests that length of service is a mediator variable to enhance the influence of PR on WE. The relationship between length of service and other job-related factors is complex and varied. As a result, hospital administrators must pay attention to employee personal resources, including employee tenure, in order to increase employee engagement at work.

FURTHER STUDY

Further study should expand the research related to the interaction between variables such as age, work happiness, and job performance.

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