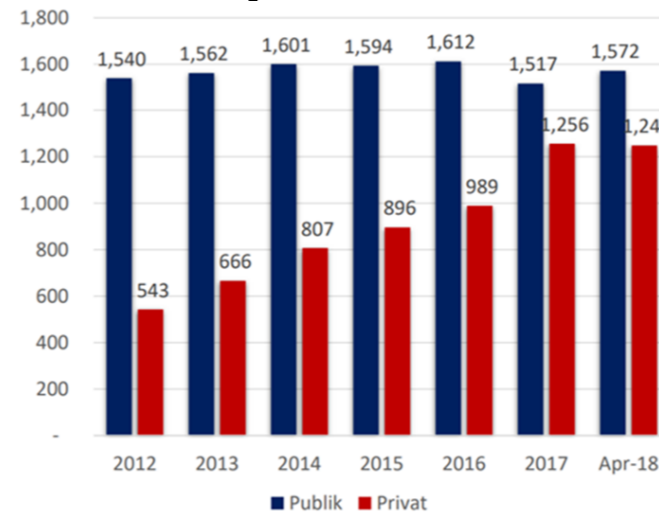


# THE INFLUENCE OF WORK ENGAGEMENT ANTECEDENT TO MANAGER PERFORMANCE IN MUHAMMADIYAH HOSPITALS

## Background

Since the establishment of the National Health Insurance (JKN) in 2014, hospitals have faced changes in the industrial landscape in term of referral system, payment, competition, consumer demands and digitalization. Hospitals as a business unit are required to improve their performance while continuing to carry out social missions. Number of non-profit hospitals was declined for the last 4 years but those own by faith base organization remain stable. In this category Muhammadiyah hospital has been leading and contribute 107 in the country.

What factor influence the Performance? What is the Role of middle manager? How culture, leadership, trust use of social media influence work engagement and manager performance?



## Literature Review

### Resource-Based Theory

Barney(1986), Penrose (1959), Wernerfelt (1984)

Positive Psychology (Seligman, 2000), Leadership (Yukl, 2013), Job-Demand Resource (Bakker, 2007).

Work Engagement (Schaufelli, 2002)  
Authentic Leadership (Avolio, Walumbwa, 2004)  
Social Media (Kaplan, 2010)  
Trust (Mayer, 1995)  
Individual Performance (Koopman, 2011)  
Budaya Induk (Schein, 2010)

## Research Method

### Method:

Quantitative analysis using PLS-SEM

### Data Collection:

Primary data using electronic questionnaire and in depth interviews, secondary data from official stat. reports

### Population & Sample:

Middle manager at Muhammadiyah hospitals. Population 1800 using random sampling of 657 sample of 300 target. across Indonesia

### Research relevant during pandemic covid19:

The model is still relevant. It was proven during pandemic that organization culture become key driver of managers to perform. The use of social media was accelerate while work engagement become stronger.

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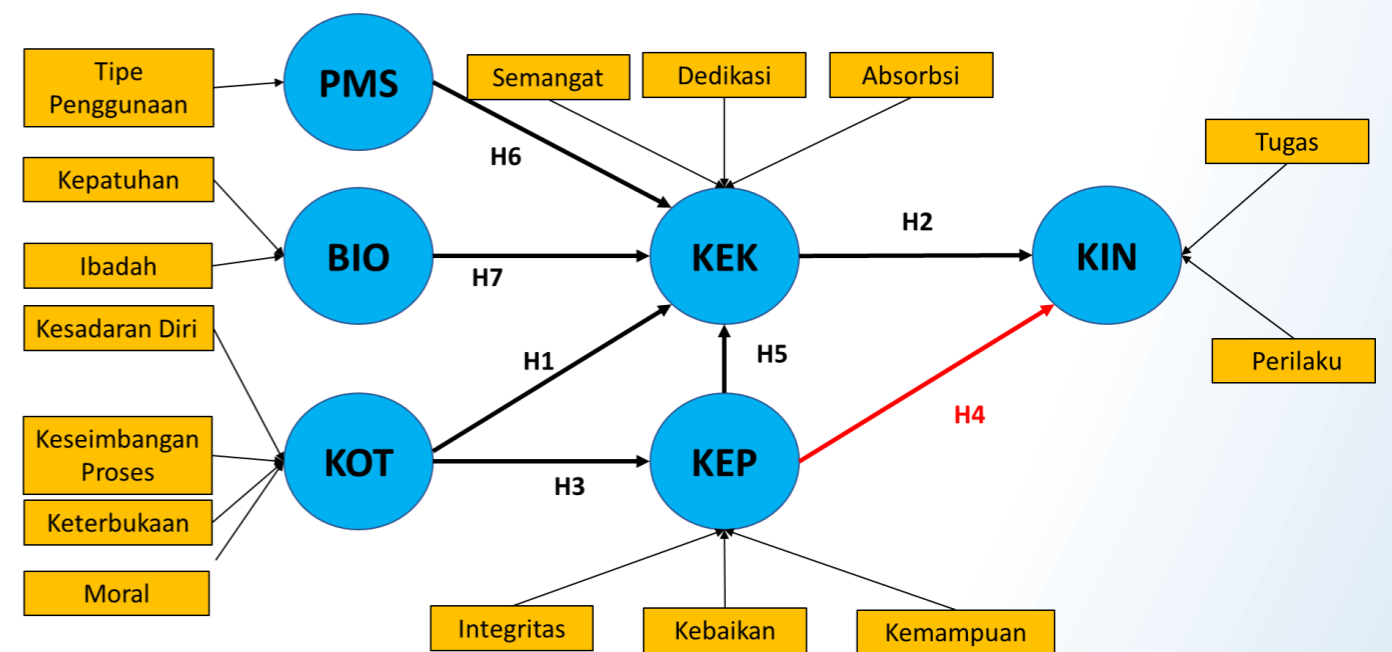


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## Research Results



1. 6 hypothesis accepted, 1 rejected
2. Engagement with organization is driven by values congruence

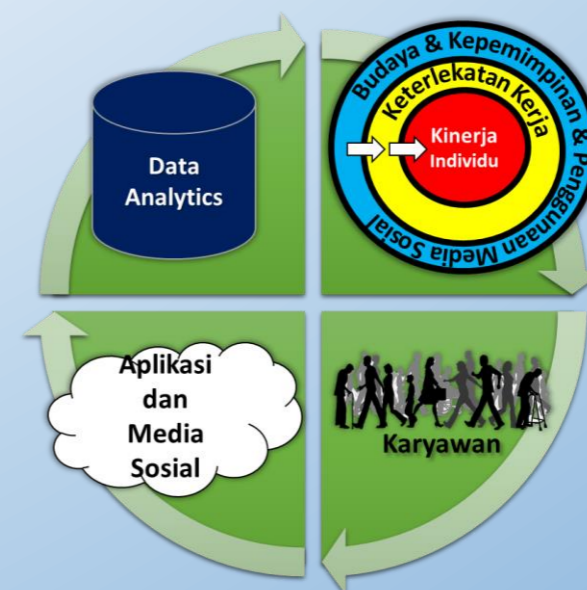
## Implications & Recommendations

### Theoretical Implications

1. Organization culture has a significant influence on work engagement and has indirect impact to individual performance in faith base organization.
2. Authentic Leadership-Work Attachment-Individual Performance is more effective than Authentic Leadership-Trust-Performance.
3. Trust in superiors does not have a significant effect on individual performance in faith base organization.

### Managerial Implications

1. Manager to use work engagement as strategy in improving individual performance
2. Leader to cultivate the corporate culture and practice authentic leadership to improve individual performance.



### Recommendation:

1. Using RSMA Engagement Model to improve performance
2. Top management to cultivate organization culture in order to maintain the spirit of the organization
3. Muhammadiyah to revise guideline of behavior in social businesses