



Mediating role of Work Engagement on the influence of Job Resources and Public Service Motivation on affective commitment in employees in Parakita Dental and General Clinic

Fahrudin¹, Jusni², Andi Aswan³

Universitas Hasanuddin, Indonesia | fahrudin805@gmail.com¹

Universitas Hasanuddin, Indonesia | jusni_mju@yahoo.co.id²

Universitas Hasanuddin, Indonesia | andiaswanp@yahoo.com³

Received: 15-05-2023

Reviewed: 20-05-2023

Accepted: 30-05-2023

Abstract

This study aims to examine the mediating role of work engagement in the relationship between job resources, public service motivation, and affective commitment in employees in the Parakita Dental and General Clinic environment. The population of this study is the employee agencies in the region, with a sample unit of individuals working in the agency. Non-probability sampling technique with purposive sampling was used in sampling, with a total of 100 respondents who had worked overnight for two years as research respondents. Data were obtained through a survey using a six-point Likert scale questionnaire, and data analysis was conducted using the SPSS version 25 program as well as the Sobel test as a tool to test the role of mediation. The results show that the importance of job resources and public service motivation in increasing work engagement, which in turn has an impact on employees' emotional attachment and desire to contribute maximally to the organization. By understanding the mediating role of work engagement, organizational management can design more effective strategies to improve work quality and employee engagement, and create a work environment oriented towards good public service values in the public sector.

Keywords: Work Engagement, Job Resources, Public Service, Motivation, Affective Commitment

Introduction

Employees who have a high commitment to the organization where they work tend to be more motivated to contribute actively, productively and sustainably. Affective commitment, a form of organizational commitment, involves positive feelings and strong emotional attachment to the organization Gunawan, A. N. R. (2023). In the context of the public sector,

where employees serve the community, affective commitment to the organization is also related to commitment to their duties and responsibilities in providing quality public services.

In this context, several important factors have been identified as influencing employee affective commitment. The two main factors that are the focus of this research are job resources and public service motivation. Work resources cover aspects such as social support, career development opportunities, rewards, and autonomy at work (Douw, A., & Aedah, N. (2021)). Meanwhile, public service motivation refers to the employee's intrinsic drive to provide good public service to the community.

However, the role of work engagement as a mediator in the relationship between job resources, public service motivation, and affective commitment has not been extensively explored in the context of public sector employees. Work engagement refers to a psychological state in which individuals are fully involved in their work, have a high desire to give their best, and have positive feelings and are passionate about their work.

Thus, this study aims to examine the mediating role of work engagement in the relationship between job resources, public service motivation, and affective commitment to employees in the Parakita Dental and General Clinic. This research will assist in further understanding the factors that contribute to the affective commitment of employees in the public sector, as well as identify the mechanisms through which job resources and public service motivation affect affective commitment through work engagement.

It is hoped that the findings from this study can provide insight and input for the management of public sector organizations, especially in the Parakita Dental and General Clinic environment, in an effort to increase employee affective commitment, organizational performance, and the quality of public services provided. In addition, this research can also provide new theoretical contributions in the field of study of organizational commitment and work psychology in the public sector.

Literature Review

Work engagement

Work engagement is a psychological state characterized by full involvement, high energy, and positive feelings and enthusiasm in carrying out work. The discussion on work engagement in this study will cover the influencing factors, such as job resources and public service motivation, as well as their mediating role in the influence of these variables on affective commitment. This research will explore the relationship between work engagement and affective commitment to employees in Parakita Dental and General Clinic. The findings of this study are expected to provide a deeper understanding of the importance of work engagement in increasing employee commitment and the quality of public services provided in the public sector.

Mediating role of Work Engagement on the influence of Job Resources and Public Service Motivation on affective commitment in employees in Parakita Dental and General Clinic

Job resources

Job resources refer to factors that exist in the work environment that can influence employee experience and involvement. Job resources cover aspects such as social support, career development opportunities, rewards, autonomy at work, and access to relevant information and technology. These factors provide employees with the resources they need to carry out their duties effectively and influence employee job satisfaction, motivation, and engagement. Adequate job resources can improve the quality of work, increase employee engagement with the organization, and potentially improve individual and team performance.

Public Service Motivation (PSM)

Public Service Motivation (PSM) is an intrinsic motivation that encourages individuals to provide quality public services and have a positive impact on society. PSM reflects a strong drive to serve the public interest, driven by the values of altruism, dedication and social responsibility. This motivation goes beyond personal interests and focuses on serving society at large. PSM encourages individuals to work with integrity, transparency and prioritizing the public interest, thus playing an important role in shaping the commitment and dedication of employees in the public sector.

Affective commitment

Affective commitment refers to the level of strong emotional attachment and high desire of an individual to the organization where they work. Affective commitment reflects positive feelings, affection, and emotional attachment arising from identification with the values, goals, and culture of the organization. Individuals who have high affective commitment feel they have a strong bond with the organization, prioritize organizational interests above personal interests, and tend to be more motivated to contribute optimally and sustainably. Affective commitment plays an important role in influencing loyalty, involvement, job satisfaction, and employee retention in the organization.

Research Method

The population in this study is one of the employee agencies within Parakita Dental and General Clinic, with a sample unit of individuals working at the agency. This sample selection is supported by the limitations of previous research (Qi & Wang, 2018), which only focuses on public institutions in China. Therefore, the results of this study cannot be generalized due to differences in background and culture. In sampling the research, this research uses non-probability sampling technique with purposive sampling (Ames 2019) because this research only focuses on employees who have worked for 2 years. This study refers to Roscoe's rule (Sekaran, 2003), where the number of samples in this study is 100 respondents. For this study, data will be obtained through a survey of respondents using a questionnaire consisting of closed questions using a six-point Likert scale. The choice of an even Likert scale is to avoid the tendency of neutral answers to minimize the potential for biased answers (Chyung, Roberts, Swanson, & Hankinson, 2017). Data analysis using the SPSS version 25 program was carried

out in stages. This study also uses the Sobel test, which is a test to determine whether the relationship through a mediating variable is significantly able to mediate the relationship. For example, the effect of A on B through M. In this case the variable M is a mediator of the relationship from A to B. To test how much the role of variable M mediates the effect of A on B, the Sobel test is used.

Result/Findings

To find out whether Job Resources and Public Service Motivation have an effect on Work Engagement and affective commitment, a structural equation model is used, by looking at the Beta coefficient (standardized coefficient) resulting from three-stage multiple regression analysis, namely the first stage: Job regression analysis Resources and Public Service Motivation on Work Engagement, the second stage: regression analysis of Job Resources and Public Service Motivation on affective commitment, and the third stage: regression analysis of Work Engagement on affective commitment. A summary of the results of the analysis for testing the direct relationship hypothesis can be seen in the following table and figure.

Table 1. Summary of the Results of the Direct Influence Analysis between Variables

Variable	Beta Coefficient	T count	P value	Information
Job Resources (X1) → Work Engagement (Z)	0,348	3,782	0,000	Significant
Public Service Motivation (X2) → Work Engagement (Z)	0,197	2,078	0,040	Significant
Job Resources (X1) → affective commitment (Y)	0,456	5,136	0,000	Significant
Public Service Motivation (X2) → affective commitment (Y)	0,211	2,311	0,023	Significant
Work Engagement (Z) → affective commitment (Y)	0,618	7,782	0,000	Significant

Source: Primary data processed, 2023 (attachment to SPSS 25 results)

Based on the table above, the results of this study show the Sobel test with a z value of $3.566 > 1.96$ and $P\ 0.000 < 0.05$. So, the Job Resources variable has a positive and significant influence on affective commitment through Work Engagement, thus the hypothesis is accepted. The Beta coefficient value (standardized coefficient) of the influence of the Job Resources variable on affective commitment through Work Engagement is 0.215, which means that the Job Resources variable contributes 21.5% to the rise and fall of affective commitment through Work Engagement. To find out the effect of Public Service Motivation on affective commitment through Work Engagement, it is tested through the Sobel test. If the z value > 1.96 or the P value < 0.05 , then it is said that the effect is significant, and if $z < 1.96$ or the P value > 0.05 , then the effect is said to be insignificant. The Sobel test results showed a z value of $2.306 > 1.96$ and $P\ 0.021 < 0.05$.

Discussion

The influence of Job Resources on Work Engagement

The results of the calculations in this study obtained that the t count for the Job Resources variable is greater than the t table, namely $3.782 > 1.984$ and the significance value is less than 0.05, namely 0.000. Thus the Job Resources variable has a positive and significant influence on Work Engagement, thus the hypothesis is accepted. Beta coefficient value (standardized coefficient) of the effect of the Job Resources variable on Work Engagement is 0.348, which means that the Job Resources variable contributes 34.8% to the fluctuations of Work Engagement.

The effect of job resources on work engagement is important in the context of work psychology, because job resources refer to factors that exist in the work environment that can affect the level of employee involvement and motivation (Saeed et al., 2023). Factors such as social support, career development opportunities, rewards, autonomy at work, and access to relevant information provide the necessary resources to encourage employees to become more engaged and passionate about their jobs. When job resources are sufficient, employees tend to feel supported, empowered, and valued, thereby increasing their sense of attachment and dedication to their work and organization. Andriani, R., Ahman, E., & Santoso, B (2021). As a result, work engagement increases, which in turn in turn contributing to increased employee performance and productivity as well as creating a more positive and high-performing work environment.(Naveed et al., 2022)

The influence of Public Service Motivation on Work Engagement

The results of this study obtained that the t count for the Public Service Motivation variable is greater than the t table, namely $2.078 > 1.984$ and the significance value is less than 0.05, namely 0.040. So, the Public Service Motivation variable has a positive and significant influence on Work Engagement, thus the hypothesis is accepted. The Beta coefficient value (standardized coefficient) of the effect of the Public Service Motivation variable on Work Engagement is 0.197, which means that the Public Service Motivation variable contributes 19.7% to the rise and fall of Work Engagement.

The effect of Public Service Motivation (PSM) on work engagement has important relevance in the context of public services, because PSM is an intrinsic motivation that encourages employees to provide quality public services and have a positive impact on society Setijaningrum, E (2023). When employees have high levels of PSM, they tend to feel called to serve society and feel proud of their role in providing useful service. This intrinsic drive contributes to higher work engagement, in which employees feel fully engaged, excited and motivated in their work. PSM plays an important role in forming positive work engagement, because a strong public service drive leads to deeper emotional involvement in work and the

organization, as well as improving the quality of the public services provided. (Jankelová et al., 2022)

The influence of Job Resources on affective commitment

To find out the effect of Job Resources on Affective Commitment, it is tested through the T test. The t test is carried out by comparing the calculated t value with t table. If t count > t table or P value < 0.05, then it is said that the effect is significant, and if t count < t table or P value > 0.05, then it is said that the effect is not significant. The T table value is obtained by looking at df ($n - 2$; $100 - 2 = 98$) at α 5% so that the T table value is 1.984. From the table above, the t count for the Job Resources variable is greater than the t table, namely $5.136 > 1.984$ and the significance value is less than 0.05, namely 0.000. So, the Job Resources variable has a positive and significant influence on Affective Commitment, thus the hypothesis is accepted. The Beta coefficient value (standardized coefficient) of the influence of the Job Resources variable on Affective commitment is 0.456 which means that the Job Resources variable contributes 45.6% to the fluctuation of Affective commitment.

The effect of job resources on affective commitment has important significance in understanding employees' emotional attachment to the organization. Job resources refer to the factors that exist in the work environment that affect employee experience and involvement. Factors such as social support, career development opportunities, rewards, autonomy at work, and access to relevant information can increase employees' positive feelings and affection for the organization. When employees feel supported, empowered, and valued, they tend to feel more emotionally attached to the organization. According to Murtiningsih, R. S., & Puspa, T. (2019) Adequate job resources can strengthen affective commitment, where employees feel they have a strong bond with the organization, identify themselves with organizational values, and feel proud of their contribution to achieving goals organization. The positive influence of job resources on affective commitment has an impact on employee retention, loyalty, and the quality of public services provided. (Akram et al., 2022)

Influence Public Service Motivation to affective commitment

To find out the effect of Public Service Motivation on affective commitment, it is tested through the T test. The t test is done by comparing the calculated t value with t table. From the table above, the t count for the Public Service Motivation variable is greater than the t table, namely $2.311 > 1.984$ and the significance value is less than 0.05, namely 0.023. So, the Public Service Motivation variable has a positive and significant influence on Affective Commitment, thus the hypothesis is accepted. The Beta coefficient value (standardized coefficient) of the effect of the Public Service Motivation variable on Affective Commitment is 0.211 which means that the Public Service Motivation variable contributes 21.1% to the fluctuation of Affective Commitment.

The effect of Public Service Motivation (PSM) on affective commitment has a central role in shaping employees' emotional attachment to organizations in the public sector.

Mediating role of Work Engagement on the influence of Job Resources and Public Service Motivation on affective commitment in employees in Parakita Dental and General Clinic

According to Apipudin, A., Sindrawati, S., & Abdullah (2023) Public Service Motivation is an intrinsic motivation that encourages individuals to provide quality public services and have a positive impact on society. When employees have high levels of PSM, they tend to feel called to serve society and have a strong orientation towards the goals and values of the organization. This intrinsic drive gives them a strong sense of pride and affection for their work and for the organization, thereby contributing to the formation of high affective commitment. Employees with high PSM will feel they have a strong emotional bond with the organization, identify with the organization's mission, and are committed to providing quality public services. PSM's positive influence on affective commitment can increase dedication, involvement, and the quality of public services provided by employees, as well as create a work environment that is oriented towards good public service values. ("Importance of Entrepreneurial Leadership for Innovative Business Management: A Systematic Review," 2022)

Based on the results of the mediation role of Work Engagement on the influence of Job Resources on affective commitment to employees in Parakita Dental and General Clinic

The results of this study show the Sobel test with a z value of $3.566 > 1.96$ and $P 0.000 < 0.05$. So, the Job Resources variable has a positive and significant influence on Affective commitment through Work Engagement, thus the hypothesis is accepted. Beta coefficient value (standardized coefficient) of the effect of the Job Resources variable on Affective commitment through Work Engagement is 0.215, which means that the Job Resources variable contributes 21.5% to the rise and fall of Affective commitment through Work Engagement.

Based on the research results, it was found that work engagement plays an important role as a mediator in the relationship between job resources and affective commitment to employees in the Parakita Dental and General Clinic Offices. Job resources which include social support, career development opportunities, rewards, and autonomy at work, have a positive impact on employee work engagement. These factors provide the necessary resources and support for employees to feel supported, empowered and valued in carrying out their jobs. Furthermore, high work engagement, which reflects a strong level of involvement and motivation, increases employee affective commitment Cristina, F (2022). Employees who have high work engagement tend to feel more emotionally attached to the organization, have positive feelings and are passionate about their work, and have a high desire to provide the best for the organization. (Hansen & Kjeldsen, 2018)

The results of this study provide a deeper understanding of the importance of work engagement as a link between job resources and affective commitment to employees in the public sector. By understanding the role of mediating work engagement, organizational management can focus more on increasing job resources and work engagement as a strategy to increase employee affective commitment and emotional attachment to the organization. By having employees who are affectively committed, organizations can expect an increase in the quality of performance, productivity and public services provided. In addition, the results of this study also provide a strong empirical basis for organizational management in designing more effective programs and policies to improve work quality and employee satisfaction, as

well as creating a work environment that is oriented towards the values of good public service. Wasilah (2023).

Based on the results of the mediation role of Work Engagement on the effect of Public Service Motivation on affective commitment to employees in the Parakita Dental and General Clinic

To find out the effect of Public Service Motivation on Affective Commitment through Work Engagement, it is tested through the Sobel test. If the z value > 1.96 or the P value < 0.05 , then it is said that the effect is significant, and if $z < 1.96$ or the P value > 0.05 , then the effect is said to be insignificant. The Sobel test results showed a z value of $2.306 > 1.96$ and $P 0.021 < 0.05$. So, the Public Service Motivation variable has a positive and significant influence on Affective Commitment through Work Engagement, thus the hypothesis is accepted. The Beta coefficient value (standardized coefficient) of the effect of the Public Service Motivation variable on Affective commitment through Work Engagement is 0.122, which means that the Public Service Motivation variable contributes 12.2% to the rise and fall of Affective commitment through Work Engagement.

Based on the results of the study, it was found that work engagement plays a significant mediating role in the relationship between public service motivation and affective commitment to employees in Parakita Dental and General Clinic. High public service motivation, as an intrinsic motivation to provide quality public services, has a positive effect on employee work engagement. Individuals with a high level of public service motivation tend to feel compelled to serve the community and have a strong orientation towards organizational goals. This intrinsic drive, then, increases the level of work engagement, where employees feel fully engaged and passionate about their work.

High work engagement, as a mediator, also plays a role in influencing employee affective commitment. Employees with high work engagement tend to have higher levels of affective commitment because they feel they have a strong emotional bond with their work and organization. They feel pride and affection for their role in providing positive benefits to society through their work. Therefore, work engagement is an important factor that links public service motivation with affective commitment to employees. The results of this study provide a deeper understanding of the importance of work engagement as a mediation mechanism that influences affective commitment of employees in the public sector. By understanding this mediating role, organizational management can focus more on increasing public service motivation and work engagement as a strategy to increase employee affective commitment and emotional attachment to the organization. By having employees who are affectively committed, organizations can expect an increase in the quality of performance, productivity, and public services provided by Akbar, A. P. N., Semmaila, B., & Labbase, I.. In addition, the results of this study also provide a strong empirical basis for organizational management in designing more effective programs and policies to improve work quality and employee satisfaction, as well as creating a work environment that is oriented towards good public service values.

Mediating role of Work Engagement on the influence of Job Resources and Public Service Motivation on affective commitment in employees in Parakita Dental and General Clinic

Conclusion

The conclusion of this study is that work engagement plays a significant mediating role in the relationship between job resources, public service motivation, and affective commitment to employees in the Parakita Dental and General Clinic. Job resources and public service motivation have a positive effect on employee affective commitment, and work engagement is a mechanism that links these two variables to affective commitment. These findings show the importance of job resources and public service motivation in increasing work engagement, which in turn has an impact on emotional attachment and the desire of employees to contribute optimally to the organization. By understanding the role of mediating work engagement, organizational management can design more effective strategies to improve work quality and employee engagement, as well as create a work environment that is oriented towards good public service values in the public sector.

References

- Akram, H., Salman, Y., & Akram, S. (2022). Influence of Job Satisfaction on Doctors' Level of Organizational Commitment in Hospitals. *Pakistan Journal of Medical and Health Sciences*, 16(5). <https://doi.org/10.53350/pjmhs22165292>
- Andriani, R., Ahman, E., & Santoso, B. (2021). Conditional Process in HR Management: Polychronicity Perspective, Job Satisfaction, Employee Engagement, Work Environment, and Turnover Intention. *Creative Logic Gracias*.
- Apipudin, A., Sindrawati, S., & Abdullah, M. S. (2023). The Role of Public Service Motivation and Work Engagement in Encouraging Proactive Behavior of Cileunyi District Employees, Bandung Regency. *Management, Studies and Entrepreneurship. Journal (MSEJ)*, 4(3), 2334-2345.
- Akbar, A. P. N., Semmaila, B., & Labbase, I. (2023). The Effect of Work Ethic, Emotional Intelligence, and Organizational Commitment on the Performance of Employees at the Panakkukang District Office, Makassar City. *Journal on Education*, 6(1), 2733-2750.
- Ames, H., Glenton, C., & Lewin, S. (2019). Purposive sampling in a qualitative evidence synthesis: A worked example from a synthesis on parental perceptions of vaccination communication. *BMC medical research methodology*, 19(1), 1-9.
- Chyung, S. Y., Hutchinson, D., & Shamsy, J. A. (2020). Evidence- based survey design: ceiling effects associated with response scales. *Performance Improvement*, 59(6), 6-13.
- Cristina, F., & Ruswanti, E. (2022). The Effect of Ethical Leadership and Intrinsic Motivation on Organizational Commitment and Employee Engagement. *Indonesian Multidisciplinary Journal*, 1(1), 23-33.
- Douw, A., & Aedah, N. (2021). Policy Analysis of Improving the Quality of Human Resources, Work Discipline and Career Development of Officers in the Communications Office of Nabire Regency. *Journal of Public Policy*, 4(2), 75-91
- Gunawan, A. N. R. (2023). THE EFFECT OF RESPONSIBLE LEADERSHIP ON ORGANIZATIONAL COMMITMENT IN EMPLOYEES IN PANTI RINI

HOSPITAL, YOGYAKARTA (Doctoral dissertation, Atma Jaya University, Yogyakarta).

Hansen, J. R., & Kjeldsen, A. M. (2018). Comparing Affective Commitment in the Public and Private Sectors: A Comprehensive Test of Multiple Mediation Effects. *International Public Management Journal*, 21(4). <https://doi.org/10.1080/10967494.2016.1276033>

Importance of entrepreneurial leadership for innovative business management: A systematic review. (2022). *Central European Management Journal*. <https://doi.org/10.57030/23364890.cemj.30.4.15>

Jankelová, N., Joniaková, Z., & Puhovichová, D. (2022). FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN PUBLIC ADMINISTRATION. *Public Administration Issues*, 2022(6). <https://doi.org/10.17323/1999-5431-2022-0-6-53-77>

Murtiningsih, R. S., & Puspa, T. (2019). Do Job Satisfaction and Motivation Affect Organizational Commitment? *Journal of Service Management and Marketing*, 12(1), 147-164

Naveed, M., Zia, M. Q., & Cangialosi, N. (2022). The nexus of job resources and turnover intentions with the mediating role of employees' work engagement in the hospitality industry. *Consumer Behavior in Tourism and Hospitality*, 17(3). <https://doi.org/10.1108/CBTH-09-2021-0217>

Saeed, S., Hassan, I., Dastgeer, G., & Iqbal, T. (2023). The route to well-being at workplace: examining the role of job insecurity and its antecedents. *European Journal of Management and Business Economics*, 32(1). <https://doi.org/10.1108/EJMBE-02-2020-0025>

Setijanigrum, E. (2023). Complaint Handling in Public Services. Airlangga University Press.

Wasilah, W., Hakim, N., Hamidah, A., Zainuri, M., & Haryanto, R. (2023). ANALYSIS OF THE EFFECTIVENESS OF TIMELINESS IN IMPROVING THE QUALITY OF EMPLOYEE PERFORMANCE. *FeakonomicS: Journal of Islamic Economics and Finance*, 4(01), 01-19