The Effect of Empowering Leadership on Increasing Work Engagement and Employee Satisfaction at Monterado Health Center, West Kalimantan

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ABSTRACT
This study examines the issue of low work engagement at the Monterado Health Center, where staff members continue to lack endurance and excitement for their jobs. Furthermore, there are issues with job satisfaction when there are still workers who dislike their jobs or believe they might be doing something more fascinating and thrilling. The purpose of this study is to ascertain how empowering leadership affects worker job satisfaction and work involvement. Employees of the Monterado Health Center in West Kalimantan were the subjects of the study. 41 responders to a questionnaire were used to gather data for the census. Multiple linear regression analysis and traditional assumption testing were employed in data analysis. According to the findings, empowered leadership significantly raises employee engagement at work. Empowering leadership has a major beneficial impact on job happiness. It follows that improving the antecedents is essential to raising job satisfaction and work engagement..

Keywords: empowering leadership, job satisfaction, work engagement.

1. INTRODUCTION

Human resources are the most essential part of an organization because they include everyone working in it. Human resources are essential in achieving the company's goals and successfully managing change. Human resources are used synergistically with other resources to achieve company goals. Human resources are necessary for other resources to contribute to achieving company goals [1]. The most important resource for pursuing business objectives and implementing corporate policies is human resources. When faced with obstacles, a business needs to be able to leverage its people resources to grow its potential in areas like technology, procedures, improving service quality, markets, and goods. [2]. Then, employees need to be empowered (empowering leadership). Empowering leadership is an interaction between leaders and subordinates that can make subordinates motivated in their work [3].

In this study, problems regarding work involvement occur at the Monterado Health Center, where employees still need more enthusiasm and perseverance. In addition, there are also problems regarding job satisfaction that occur where there are still employees who feel they don't like their work or feel their work is less exciting and boring. As an implication, the results of this study can be used as a consideration for company leaders in making policies to increase employee work involvement and job satisfaction. The goal of empowering leadership is to enable groups and companies to make improvements that will lead to increased work engagement and job satisfaction. There will inevitably be similarities between empowering leadership and current leadership notions because the idea of empowering leadership is founded on ideas about leader support. [4].

Employee job satisfaction and work engagement are impacted by empowered leadership. Employee involvement and devotion to their workplace are referred to as work engagement. The degree to which workers actively participate in their work and view it as an integral aspect of their personal lives is known as work engagement.. [5]. High work engagement by an employee is essential for the organization to get employees who are loyal and willing to stay with the company [6]. Employers who can foster a culture where workers feel appreciated and invested in their work will also see an increase in job satisfaction. Work satisfaction is a good indicator of how someone feels about their employment. This is seen in how happily workers approach their jobs and deal with all aspects of their workplace, with many even saying that their jobs are fun. [7]. Workplace job satisfaction refers to job satisfaction that is attained through attaining objectives, placement, treatment, and a

positive work environment. When given the option, workers who are happy in their jobs will put their work ahead of their pay and benefits. [8].

Numerous academics have examined the important relationship that exists between employee job happiness, work engagement, and empowering leadership. Low levels of employee work engagement and job satisfaction may result from leaders' inability to foster a great corporate environment. Numerous research works have been carried out concerning employee job happiness, work engagement, and empowering leadership. Empowering leadership has a favorable and significant association with employee work engagement, according to research. [9], However, there is also research that shows the contrary, claiming that employee work engagement is not positively and significantly impacted by empowering leadership. [10]. Empowering leadership has a favorable and significant association with employee job satisfaction, according to study. [11], However, some research shows the reverse, claiming that employee job satisfaction is not significantly impacted positively by empowering leadership. [12]

2. HYPOTHESIS DEVELOPMENT

Work involvement is an employee's action in fulfilling his responsibilities as a worker in a company where he is enthusiastic to participate in carrying out the company's mission. For employee work involvement to run smoothly, leaders must empower their employees (empowering leadership) by organizing and directing employees in carrying out their duties and functions. The results of previous research on employees and supervisors in China state that increasing empowering leadership can positively affect work engagement. [13]. According to previous research on academics, empowering leadership can produce a better social community in the workplace, so empowering leadership can positively affect work engagement [14]. Empowering leadership has a good impact on employee job engagement since it has been demonstrated to enhance work engagement through psychological empowerment, according to the findings of earlier research on faculty members from Pakistani private schools. [15].

H1: Empowering leadership has a significant positive effect on employee work engagement.

Job satisfaction is a feeling of pleasure in an employee that what is done is by his abilities and knowledge. Job satisfaction is essential for employees' mental and physical health and is also suitable for a company. Increasing job satisfaction requires leaders who care about existing problems and can make developments in employees. The results of previous research on empowering leadership from superiors, accompanied by the authenticity of behavior and work commitment in office workers through online surveys, provide job satisfaction for organizational members, so empowering leadership positively affects job satisfaction [16]. Empowering leadership has a good impact on job satisfaction because it can boost employee job satisfaction by addressing teachers' psychological well-being, as demonstrated by the findings of earlier research on teachers at the Denizli District Center. [11]. Previous studies on teachers in Hatay Province's Antakya District have shown that empowering leadership has a positive impact on raising employee job satisfaction by supporting educators to prevent them from feeling psychologically pressured by authority and responsibility. This means that teachers' job satisfaction will be affected by empowering leadership. [17].

H2: Empowering leadership has a significant positive effect on employee job satisfaction.

3. RESEARCH METHOD

The population of this study, which employs a quantitative methodology, consists of every worker at the Monterado Health Center in West Kalimantan. Data was gathered through a census questionnaire completed by 41 respondents, and it was then processed using linear regression analysis and traditional assumption testing. A t-test and an adjusted r-square test are included in the linear regression test, whereas a normality and heteroscedasticity test is part of the classical assumption test. On December 16, 2022, a questionnaire instrument was provided to participants at the Monterado Health Center in West Kalimantan, with the purpose of collecting data for this study. A Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) is used by the tool (Table 1).

Table 1. Measurement

Research Variables	Variable Definition	Indicators
Empowering Leadership	Empowering leadership is a type of leadership that prioritizes giving employees liberty, empowering them, and promoting their active involvement in decision-making. [18].	• Authorize. • Provide information. • Encourage participation. [18]
Work Engagement	Work engagement is a positive psychological condition that includes feelings of high energy, dedication, and involvement in work tasks, where employees feel emotionally and cognitively involved [19].	• Passion. • Dedication. • Absorption. • Professional Efficacy. [19]
Job Satisfaction	Employee or job satisfaction is a gauge of how content employees are with their work in terms of the nature of their responsibilities, the outcomes they achieve, the type of supervision they receive, and their overall sense of relief and enjoyment from their work. [20].	• Salary. • Working conditions. • Working time. • Interpersonal relationship. [20]

4. RESULT AND DISCUSSION

In the study, several classical assumption tests were used, namely the normality, heteroscedasticity, and multiple regression tests, including the t and adjusted r square tests.

4.1 **Characteristics of Respondents**

There were 41 responders in all, and Table 2 displays their characteristics., consisting of (22%) male and (78%) female. The employment status for this study on non-permanent employees amounted to 18 people (43.9%) and permanent employees 23 people (56.1%). In this study, employees aged 31-39 years were dominated by 22 people (53.7%). Employees with diploma graduates dominate the last education category with a total of 30 people (73.2%), and the working period is dominated by employees aged 2-5 years, with a total of 11 people (26.8%).

Table 2. Respondent Characteristics

Category	Description	Amount	Persentage
Gender	Male	9	22.0 %
	Female	32	78.0 %
Employment Status	Not fixed	18	43.9 %
	Permanent employee	23	56.1 %
Age	30 years or less	11	26.8 %
	31-39 years	22	53.7 %
	40-49 years	7	17.1 %
	50 years or more	1	2.4 %
Last Education	Senior High School	1	2.4 %
	Diploma (D1, D2, D3,D4)	30	73.2 %
	Postgraduate (S2, S3)	10	24.4 %
Length of Service	Less than 2 years	7	17.1 %
	2-5 years	11	26.8 %
	6-10 years	7	17.1 %
	11-15 years	9	22.0 %
	Above 15 years	7	17.1 %

Source: Primary Data Processed, 2023.

4.2 Classical Assumptions

The classic assumption test is a normality test and a heteroscedasticity test. The results of the classic assumption test in Table 3 show that there is no heteroscedasticity (Spearman's rho, p>0.05), and normality is also fulfilled (Kolmogorov Smirnov Test Monte Carlo Sig., > 0.05).

Table 3 Classical Assumption Test

Ind	Dep	Spearman's rho	Kolmogorov Smirnov Test
		Sig.	Monte carlo sig.
EL	WE	0.419	0.386
EL	JS	0.304	0.345

Description: EL = Empowering Leadership; WE = Work Engagement; JS = Job Satisfaction
Source: Primary Data Processed, 2023

4.3 Hypothesis Testing

The findings of testing H1 in Table 4 demonstrate that empowered leadership has a positive and substantial effect on work engagement, with the t value (7.691) having a significance value of 0.000 <0.05. This indicates that H1 is supported..

The findings of testing H2 in Table 4 indicate that empowered leadership has a positive and substantial effect on job satisfaction, with the t value (6,573) having a significance value of 0.000 <0.05. This indicates that H1 is supported..

Tabel 4 Multiple Linear Regression Results

Ind	Dep	Unst Coef		t	Sig.	Adj. R Square
		B	Std. Err.			
EL	WE	0.597	0.078	7.691	0.000	0.592
EL	JS	0.597	0.091	6.573	0.000	0.513

Description: EL = Empowering Leadership; WE = Work Engagement; JS = Job Satisfaction
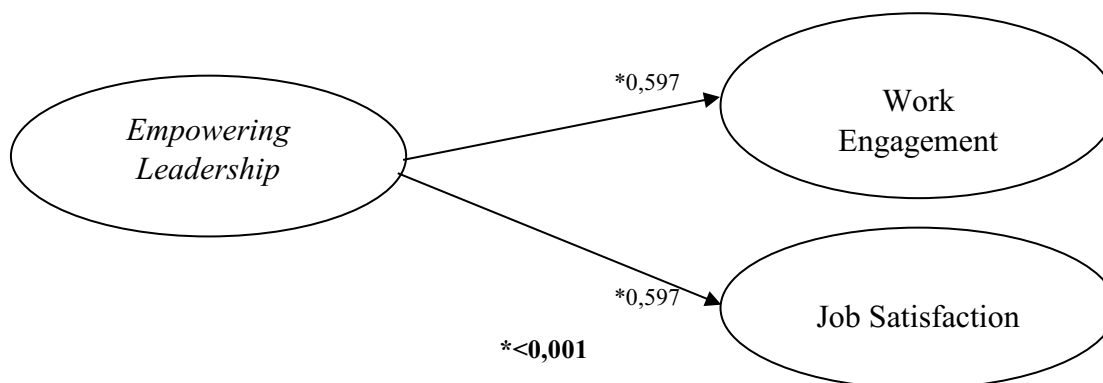Source: Primary Data Processed, 2023

Figure 1. Research Model

4.4 Direct Effect of Empowering Leadership on Work Engagement

Empowering leadership has a strong positive impact on work engagement, as demonstrated by the testing results of H1. This result supports multiple researchers' studies that show empowering leadership increases employee engagement at work.. [21], [15]. An indicator with the lowest answer value on empowering leadership

is "My leader involves me in some work" (mean = 3.49). The indicator with the highest score on the empowering leadership variable is "My leader tells me that I should be responsible" (mean = 4.34). Empowering leadership means understanding the importance of fully supporting the team so that empowered team members can feel more confident in their abilities and tend to complete projects better. An indicator with the lowest answer value on work engagement is "I have hours of flying while working" (mean = 3.66). "I am proud of the work I do" was the indicator with the highest score (mean = 4.39) on the work engagement variable. An employee's dedication to involving themselves in their work in a way that boosts their confidence and helps them finish assignments more successfully is known as work engagement. The coefficient of determination shows that empowering leadership positively affects work engagement by 60.3%; other variables outside of this study explain the remaining 39.7%

4.5 Direct Effect of Empowering Leadership on Job Satisfaction

The outcomes of the H2 test demonstrate that job happiness is highly impacted by empowered leadership. This result supports multiple researchers' studies that show empowering leadership improves job happiness. [16], [17]. An indicator with the lowest answer value on job satisfaction is "I feel my job is more interesting than others" (mean = 3.78). "I consider my job to be fun" is the indicator with the highest score on the job satisfaction measure (mean = 4.24). Contented workers show greater concern for the company, make greater commitments, have higher retention rates, and are generally more productive. According to the coefficient of determination, empowered leadership improves job satisfaction by 52.6%; the remaining 47.4% of the effect can be explained by factors not included in this study..

5.   CONCLUSIONS AND SUGGESTIONS

At the Monterado Health Center in West Kalimantan, the study looked at how empowered leadership affected worker job satisfaction and work engagement. The study's findings demonstrated that employee job satisfaction and work engagement are significantly improved by empowering leadership..

This research implies that the answer with the lowest score on empowering leadership is a leader who always involves his employees. The answer with the lowest score on work engagement is that employees have flying hours at work, and the answer with the lowest score on job satisfaction is that employees feel their work is more interesting than others. As an implication, the leadership of the Monterado West Kalimantan Health Center can improve the implementation of the empowering leadership variable on items that get low scores to increase employee work engagement and job satisfaction..

60.3% and 52.6%, respectively, are the coefficients of determination for work engagement and job satisfaction that demonstrate enabling leadership. Future researchers should be able to raise the coefficient of determination by combining variables related to empowering leadership with other variables, such employee performance, in light of the previous research's conclusions. [22]. The impact of empowering leadership on work engagement and job satisfaction among employees, as well as the degree to which these qualities influence employee performance, will be examined in this study. The study's findings could give firms important information about how to create management techniques that work better.

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