

# The Importance of Knowledge Management for Improving Work Engagement of Professional Caregivers During Covid-19 Pandemic: A Study Path Analysis

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Article information	Abstract
<p><b>Article history:</b> Received: October 19th, 2021 Revised: November 10th, 2021 Accepted: November 30th, 2021</p> <hr/> <p><b>Corresponding author:</b> <b>Rina Anindita</b> Master of Hospital Administration Program Universitas Esa Unggul. Jalan Arjuna Utara, Kebon Jeruk, Jakarta Barat Email: <a href="mailto:rina.anindita@esaunggul.ac.id">rina.anindita@esaunggul.ac.id</a></p> <hr/> <p>International Journal of Nursing and Health Services (IJNHS) Volume 4, Issue 6, December 20<sup>th</sup>, 2021 <a href="http://doi.org/10.35654/ijnhs.v4i6.536">http://doi.org/10.35654/ijnhs.v4i6.536</a> E-ISSN: 2654-6310</p>	<p><b>Introduction:</b> Work engagement or employee involvement is an essential concern for the sustainability of hospitals around the world, especially in the Covid-19 pandemic situation. <b>Objective:</b> This study aims to analyze the effect of knowledge management and competence on work engagement mediated by work motivation of health workers consisting of general practitioners and nurses at Class C Private Hospital. <b>Method:</b> The design of this study is a quantitative causal study with a non-probability sampling design (saturated sampling). The analysis technique used the path analysis method.. <b>Results:</b> This study showed that [1] There is a simultaneous effect of knowledge management and competence variables on work engagement which is mediated by work motivation (F count = 21.099 with a significance of 0.000&lt;0.005). <b>Conclusion:</b> Knowledge management, competence, and work motivation are beneficial in increasing work engagement for professional care providers during the Covid-19 pandemic. <b>Recommendation:</b> Management should manage the competence of professional care providers, monitoring, evaluation, and the human resources management system, so the implementation of knowledge management system remain qualified</p> <p><b>Keywords:</b> knowledge management, competence, work motivation, work engagement</p>
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## INTRODUCTION

Employees with high engagement will perform better because they are proactive and feel competent to make higher achievement targets. Feel that work is pleasurable and intrinsically motivated, demonstrate prosocial behavior to cooperate and build relationships with colleagues, have positive emotions to gain information better, and be physically healthy to present at work (1). Because of this, engagement between members of the organization can improve the organization's work.

Knowledge management can increase organizational effectiveness, both organizations, and individuals, and improve the decision-making process and learning culture within an organization (2).

Providing training opportunities and seminars for health workers can improve competencies, motivation, and responsibilities affecting the services to patients. Work engagement is necessary for hospital management to avoid the retention of talented employees in the organization. It can be achieved by increasing training and career development, rewards, recognition, and interaction between employees and management (3).

Training and seminars will boost the confidence of medical personnel in providing the best service. Recognition of satisfied patients with the service can give pride to medical personnel, especially those who provide direct assistance, so the motivation to serve wholeheartedly will increase (4).

The rapid increase in Covid-19 cases has overwhelmed many hospitals in providing good Covid-19 patient services in facilities, infrastructure, and Covid-19 management. The ability and knowledge of medical personnel in providing the services are narrow.

Class C Private Hospitals are considered excessive in improving facilities and infrastructure to receive referrals for Covid-19 patients, but such as putting aside their duties and functions in

providing beneficial training and seminars for health workers as knowledge to provide care to Covid-19 patients. It is evidenced by the failure to carry out the previously scheduled training and seminars. At the pandemic's beginning, none of the training activities was realized (0%).

Health workers' motivation and work engagement is considered declined compared to 2019. It can be seen from the decline in the attendance recapitulation of health workers. The decrease in annual leave for health workers in 2020, which was only 13%, is thought to have occurred because many health workers were concentrated in providing services for Covid-19 patients when cases increased so that burnout occurs in the care professional. It can be attributed to the 2019 attendance recapitulation of health workers who were late was only 36%. This number jumped in 2020 to reach 56%.

Decrease in attendance by health workers, caused by excessive anxiety about Covid-19. It is due to a lack of understanding of all health workers' efforts to prevent and transmit Covid-19. It can be seen from the number of health workers who resigned in providing services for patients during the pandemic, reaching 18% from January to September 2020.

Work engagement is the attitude of employees describing the spirit and dedication at work. The work engagement indicator used in this study was vigor, dedication, and absorption (5). Knowledge management is a process created and complied by an organization in increasing knowledge through learning, integration, and application that supports performance. In this study, the measurement of knowledge management used four indicators, including socialization, externalization, combination, and internalization (6).

Competence is a combination of knowledge, skills, motives, traits, and concepts in an organization. Competence in this study was measured through knowledge, skills, behavior, and attitudes (7). Work motivation is a positive attitude

in carrying out the job, being directable, and providing the best performance for the organization. Indicators of work motivation used in this study were intrinsic motivation and extrinsic motivation (8). This study contributes to the human resources (HR) that focuses on training and education activities in hospitals during the Covid-19 pandemic.

It is necessary to analyze the effect of the knowledge management system and competence on work engagement, mediated on work motivation for professional caregivers during the Covid-19 pandemic at Class C Private Hospital. It could show the strategic efforts in increasing employee work engagement related to knowledge management, competency, and work motivation.

## METHOD

### Samples and Sampling Techniques

The sample in this study were general practitioners and nurses who work in Class C Hospital using a non-probability sampling technique with saturated sampling. The sampling technique is done by selecting samples that met the inclusion criteria, such as general practitioners and nurses who gave treatment for patients during the Covid-19 pandemic, are still active in providing health services, and are willing to be respondents and involved in research. The number of samples in this study was 101 participants.

### Data Collection Instruments

*Demographic factors:* Five questions were used to obtain gender, age, years of service, profession, and education.

*Questionnaire for work engagement:* Consisting of 18 questions from 4 indicators includes socialization, externalization, combination, and internalization. The scale in this questionnaire used Likert scale consisting of 4 points, namely: 1 = strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree.

*Questionnaire for knowledge management:* Consist of 28 questions from 4

indicators includes socialization, externalization, combination, and internalization. The scale in this questionnaire used Likert scale consisting of 4 points, namely: 1 = strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree.

*Questionnaire for work motivation:* Consist of 14 questions from 4 indicators includes socialization, externalization, combination, and internalization. The scale in this questionnaire used Likert scale consisting of 4 points, namely: 1 = strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree.

*Questionnaire for Competency:* Consist of 18 questions from 4 indicators includes socialization, externalization, combination, and internalization. The scale in this questionnaire used Likert scale consisting of 4 points, namely: 1 = strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree.

### The validity and reliability test of the instrument

In this study, the validity of the questionnaire was tested on 30 samples. Based on the calculation of the validity test using Pearson Correlation. It is known that the statement of all variables has a value of Corrected Item - Total Correlation  $> r$  table (0.361). Based on the calculation, it is known that all variables have a Cronbach alpha value  $> 0.60$  (0.621-0.89). It can be concluded that all statements are valid and reliable (9,10).

### Statistic analysis

The data analysis technique used path analysis with the aim of [1] examining the causal relationship in multiple regression between the independent and the dependent variable, and [2] describing the model variation theoretically with the research model found (11,12). To assess the effect of the mediating variable between the independent and dependent variables, the researcher used the Sobel test (13).

### Model Fit

The F test is used to test the feasibility of the model used in the study

(goodness of fit). Tests for the goodness of fit on the factors affecting the implementation of work engagement can be seen in Table 2.

### Ethical Considerations

This study has obtained ethical approval from the Research Ethics Commission of Universitas Esa Unggul, No.0143-21.143/DPKE-KEP/FINAL-EA/UEU/V/2021 on 22 May 2021.

## RESULT

### Demographic data

Descriptive data of respondents summarized in table 1 shows that the number of respondents is 101 people, and the most participating are women by 96%, and the rest is male by 4%. The majority of respondents aged between 20-29 years were 51.5%, aged 30-39 years were 27.7%, aged 40-49 years were 12.9%, and the rest aged over 50 years were 7.9%. The highest number of respondents based on years of service at the hospital was more than five years was 48.5%. Respondents with 1-5 years of service as much as 34.7%, and less than one year as much as 16.8%. Most respondents by profession were nurses at 89.1%, and the rest were general practitioners at 10.9%. From the education level of the respondents, most of them are diploma education was 35.6%, and respondents with undergraduate education level (S1) were 35.6%.

**Table 1. Demographic data of respondents (n = 101)**

No	Criteria	N	%
1	<b>Gender</b>		
	Male	4	4.0
	Female	97	96.0
2	<b>Age</b>		
	20-29 years old	52	51.5
	30-39 years old	28	27.7
	40-49 years old	13	12.9
	>50 years old	8	7.9
3	<b>Years of Service</b>		
	< 1 years	17	16.8

	1-5 years	35	34.7
	> 5 years	49	48.5
4	<b>Profession</b>		
	General Practitioners	11	10.9
	Nurse	90	89.1
5	<b>Education</b>		
	Diploma	65	64.4
	Undergraduate (S1)	36	35.6

### Descriptive statistics and correlation matrix

**Table 2.** The goodness of Fit test results from this study, assessed from the F test, shows the value of F count = 21.099 with a significance of  $0.000 < 0.005$ . It shows that knowledge management, competence, and work motivation significantly affect work engagement. The results indicate that the model used is acceptable.

**Table 2. The goodness of Fit (Uji F) test results**

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	580.157	3	193.386	21.099	.000 <sup>b</sup>
Residual	870.752	95	9.166		
Total	1450.909	98			

**Table 3** explain the calculation in examining the hypothesis on four variables (knowledge management, competence, work motivation, and work engagement)

**Table 3. Summary of Research Hypotheses**

	Variable	Sig <0.05	T Table > 1.987
H <sub>1</sub>	KM, COM -> MK -> WE	0.000	(-)
H <sub>2</sub>	KM -> COM	0.000	5.892
H <sub>3</sub>	KM -> MK	0.012	2.571
H <sub>4</sub>	COM-> MK	0.000	4.528
H <sub>5</sub>	MK -> WE	0.000	5.507

H <sub>6</sub>	KM-> WE	0.355	0.929
H <sub>7</sub>	COM-> WE	0.530	0.630

**Table 4** presents the indirect influence between knowledge management, competence, work motivation, and work engagement assessed by the Sobel test.

**Table 4. Sobel Test**

Variable	Ab	Sab	t count (t table > 1.987)
KM -> MK -> WE	0.168	0.027	6.224
COM -> MK -> WE	0.430	0.074	5.795
KM -> COM -> MK	0.122	0.027	4.391

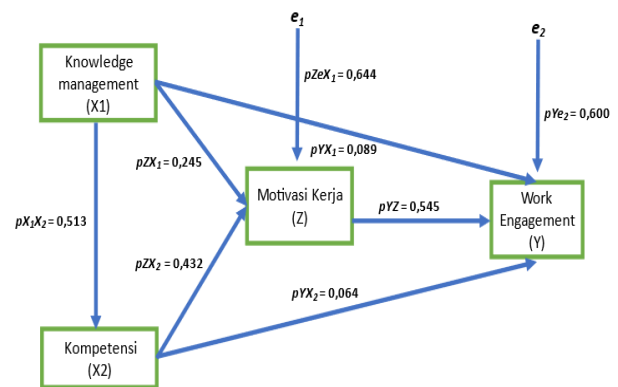
## DISCUSSION

The study results show a simultaneous influence between knowledge management and competence on work engagement mediated by work motivation. Knowledge management and competence indirectly affect work engagement because of various factors. However, professional caregivers with good work motivation can show work engagement in carrying out their duties. Implementing practice allows employees to develop skills, absorb knowledge, increase work motivation and competence (14). Employee involvement affects gaining knowledge and is motivated to share and transfer it.

Knowledge management affects competence. Knowledge management is a person's knowledge based on skills, experience, and gaining new information (15). During the Covid-19 pandemic, difficulties in managing and caring for Covid-19 patients were experienced in

almost all hospitals. Good knowledge management and the ability of individuals to share knowledge through experience, learning, and skills is to create regeneration. It also helps colleagues increase their competence in providing services and treating COVID-19 patients. Good competence will create an effective and efficient work climate, enhance employee responsibility and improve organizational performance.

Knowledge management has a direct effect on work motivation. Knowledge is a systematic effort that allows information and knowledge to grow, flow and create value (16). During the Covid-19 pandemic, professional caregivers must have knowledge about the management of Covid-19 in providing the best service and care.



This action raises a stimulus or stimulation to individuals in providing the best care for patients while maintaining personal safety. Motivation in delivering sustainable energy and enthusiasm to achieve a goal (8).

Competence has a direct effect on work motivation. Competence has fundamental characteristics with increasing individual or group performance, and it consists of knowledge, skills, motives, traits, and self-concept (7). Professional caregivers become more confident with reasonable competence in providing care to patients, thereby

increasing their work motivation, especially in providing the best service and enthusiasm for Covid-19 patients.

Work motivation directly affects work engagement. Motivation is an impulse that arises in a person consciously or unconsciously to take any action with a specific purpose (17). High work motivation, especially for humanitarian missions in providing care for Covid-19 patients in hospitals, is a professional responsibility of caregivers. This responsibility is the key for employees to be loyal to patients and the organization. The call of heart and professional oath can strengthen the intention to help others and restore patients' health in the Covid-19 pandemic.

Good competence does not necessarily have good work engagement either. This study shows the indirect effect of knowledge management on work engagement. Work engagement refers to the involvement, commitment, passion, enthusiasm, focused effort, and energy (1). There are three factors affecting work engagement in the organization: a sense of pride in one's performance, individual safety, self-confidence, and the ability to manage emotions, physically and psychologically, at work (18). However, the research shows a discrepancy, although knowledge (knowledge management) about the process of transmitting Covid-19. Prevention with strict health protocols is widely echoed by the government and hospitals in print and television media. Worries still arise because of concerns about personal and family safety about the possibility of infected Covid-19.

Good competence does not necessarily have good work engagement either. This study shows the indirect effect of competence on work engagement. Competence is part of knowledge, skills, and attitudes. These components are the main factors in determining organizational performance (19). This study shows a discrepancy. Although someone has good competence

in providing services to Covid-19 patients in hospitals, it does not necessarily make employees have work engagement or loyalty to the organization. It is due to a sense of concern about personal and family safety about the possibility of infected Covid-19.

## CONCLUSION

There is a simultaneous effect between knowledge management and competence on work engagement mediated by the work motivation of professional caregivers during the Covid-19 pandemic. So, it concluded that an increase in knowledge management and competence would increase work engagement which is mediated by an increase in the work motivation of professional caregivers during the Covid-19 pandemic.

## Author Contribution

Valentina Wibowo Fransisca as a writer and author, Rina Anindita and Mohamad Reza Hilmy as advisors.

## Interest Contribution

We declare there is no conflict of interest in this study.

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