

OPTIMIZING JOB PERFORMANCE THROUGH PERCEIVED ORGANIZATIONAL SUPPORT AND SELF EFFICACY: THE MEDIATING ROLE OF WORK ENGAGEMENT

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Abstract:

Background: This research examines the importance of perceived organizational support (POS) and self efficacy (SE) in optimizing job performance (JP) through work engagement (WE) in medical recorders. Optimal performance of medical recorders will have an impact on improving the quality of health services.

Purpose: This paper aims to determine the effects of POS and SE on WE and JP, the effect of WE on JP, and also the mediating role of WE between POS and SE on JP in medical recorders.

Design/Methodology/Approach: Data was gathered based on census with the help of a structured questionnaire from 161 medical recorders who are members of PORMIKI group in Yogyakarta. SmartPLS was used to test the proposed structural model.

Findings/Result: The findings revealed that POS has a positively significant effect on WE. Additionally, SE has a positively significant effect on WE. However, POS does not have a direct effect on JP. Conversely, SE has a positively significant effect on JP. Moreover, WE has a positively significant effect on JP.

Conclusion: WE has an important role in mediating POS and SE towards JP. Practical implications suggest that management can create policies that imply justice and productivity. As practitioners, medical recorders should upgrade themselves to improve their performance.

Originality/Value (state of the art): This study contributes toward JP to adding knowledge and providing insight into the mediating role of WE for medical recorders in healthcare, which prior studies only focused on non-health institutions or companies. In addition, this research highlights the combination of four interrelated variables.

Keywords: job performance, medical recorder, perceived organizational support, self efficacy, work engagement

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INTRODUCTION

The competitive world of work requires organizations to maximize the role of human resources. Proper human resource management is advantageous for companies aiming to optimize performance, especially in the health sector (Yang, 2020). According to the World Health Organization (WHO), hospitals are integral parts of health organizations, providing comprehensive services, disease healing, and disease prevention, community service, health worker training, and medical research (Exposto, 2023). A competent medical recorder must fulfill duties according to the assigned workload, as quality data and information depend on their performance (Utami, 2016). The performance of medical recorders plays a crucial role in organizing medical records, encompassing their main duties and functions such as registration, reporting, data analysis, and filling sections (Fauziyyah, 2020). Job performance is defined as a pattern of behavior and actions relevant to organizational goals performed by employees (Koopmans, 2014). This research was focused on medical recorders working in Yogyakarta. Susanti (2013) indicated that 63.6% of medical recorders in Yogyakarta exhibit good performance based on indicators like quality and quantity of work, attendance, supervision, and conservation. However, 36.4% showed poor performance. It is due to a lack of organizational support towards managing medical records. Rachmawati (2021) conducted similar research in Yogyakarta, finding that 50% of medical recorders demonstrated high performance. Despite these findings, the overall performance of medical recorders in Yogyakarta remains suboptimal. It is due to lack of facilities and no reward. Given the crucial role of medical recorders in documenting medical records in healthcare facilities, distinct from doctors, nurses, pharmacists, and other health workers, optimizing their performance is essential. Based on PERMENKES RI No. 269/MENKES/PER/III/2008, the importance of job performance in the healthcare particularly sector in medical recorders, is that medical records have a very important role and function, as a basis for maintaining the health and treatment of patients, improving quality service, providing evidentiary material in legal cases, material for research and educational purposes, providing the basis for paying health service costs, and finally providing material for creating health statistics. This is because, as a source of information derived from medical record data, it is necessary to have good quality management in medical record management so

that it can be used as a basis for planning and to assess the performance of medical service units (Pratama, 2023). Optimal performance of medical recorders will have an impact on improving the quality of health services.

One important factor that affects performance is perceived organizational support (POS), which can be considered a strategy for organizations to stimulate human resources. POS can be understood as the degree to which employees feel that the organization values their contributions, agrees to exchange ideas with them, and looks after their well-being (Eisenberger, 1986). Individuals with better performance, lower absenteeism, and higher expectations regarding rewards for their POS (Ortiz-Isabeles, 2021). When employees perceive that the organization provides excellent support, they feel a responsibility to provide their best performance, thus encouraging them to improve the quality and quantity of their work (Yang, 2020). Employees who feel supported by the organization are committed to organizational activities and strive to achieve organizational goals. When employees receive organizational support, they tend to reciprocate by showing higher levels of engagement in the workplace. POS leads to obligations and commitments to contribute to the growth, development, and overall efficiency of the organization (Aghnia, 2023). Employees with greater POS may become more attached to their jobs and organizations, following the reciprocal norm of social exchange theory to assist the organization in achieving its goals (Imran, 2020). Employees with high POS create positive work feelings by enjoying their work. Employees with high POS experience positive feelings towards their work. Employees who receive substantial organizational support are more likely to be engaged, resulting in higher performance (Utami, 2023). POS significantly influences job performance (JP) (Kim, 2018; Ding, 2020; Pratiwi, 2021, Jimoh, 2022). However, other studies suggest that POS has no effect on JP (Chiang, 2012; Yulivianto, 2019; Alfiana, 2020).

The internal factor of self-efficacy (SE) also plays a crucial role in encouraging individuals to face challenges and achieve better results. SE refers to an individual's belief in his or her ability to organize and carry out the actions necessary to achieve a particular goal (Bandura, 1997). The direct effect of SE on the performance of medical record employees produces a greater effect than the indirect effect through intervening organizational commitment (Saryadi, 2019). SE increases WE through a cycle of employee self-fulfillment in achieving what

is believed to be achievable during the process; it can build additional skills and predict positively in managing work-related challenges (Aulia, 2022). SE has a significant influence on JP (Su, 2016; De Clercq, 2018; Saadi, 2021). However, other studies reveal that SE has no effect on JP (Ali, 2021; Aisyiyah, 2022; Ambarita, 2022). Employees with high efficacy will be more engaged and will work harder to complete their responsibilities so they can improve their performance (Utami, 2023).

Employees who have a much better perception of organizational support in the company will have an impact on increasing work engagement, which will result in high performance (Utami, 2023). The gap in the results of previous studies motivates researchers to conduct further research on POS and SE on JP with Work Engagement (WE) as a mediating variable to bridge the gap. WE refers to a more persistent and pervasive affective-cognitive state that is not focused on a specific object, event, individual, or behavior (Schaufeli and Bakker, 2004). WE is influenced by several factors, including personal resources (Bakker, 2008). High levels of engagement contribute to increased JP (Buil, 2019). Engagement influences positive attitudes, health, comfort in life, and behaviors to give more and improved performance. Companies can strive to increase employee motivation to achieve maximum performance by fostering a sense of attachment in employees to their work.

This research provides practical implications for medical recorders in optimizing performance by perceiving maximum organizational support and increasing SE through WE, such as being more enthusiastic, dedicated, and energetic at work to create orderly administration and maintain quality in health service facilities. Employees who show high dedication to their work tend to perform tasks with a high level of intensity, resulting in better performance (Nabhan, 2023). WE plays a mediating role between POS and JP (Karatepe, 2016; Prabowo, 2021; Yulia, 2021). Additionally, WE also mediates the relationship between SE and JP (Bernales-Turpo et al. 2022; Bhatti et al. 2018; Tian et al. 2019). This study contributes toward JP by adding knowledge and providing insight into the mediating role of WE for medical recorders in healthcare, which prior studies only focused on non-health institutions or companies. In addition, this research highlights the combination of four interrelated variables. Based on this background, this study aims to determine the effects of POS and

SE on WE and JP, the effect of WE on JP, and also the mediating role of WE between POS and SE on JP in medical recorders.

METHODS

The time of data collection was conducted in July-August 2023. Location of research in Yogyakarta. The sampling frame was created by a census of 314 medical recorders who were members an Association of Medical Recorders and Health Information Organizations (PORMIKI) group in Yogyakarta. Respondents were selected by questionnaire as filled out as 161 responses. This selection was justified based on the medical recorder's performance in Yogyakarta. This research used quantitative research type. The primary data source was a questionnaire distributed online via Google Form. The questionnaire consisted of 53 items divided into 4 variables.

The dimensions of the POS variable are fairness, supervisory support, and organizational rewards and working conditions (Rhoades, 2002.) which are divided into 8 items and measured using the POS Survey (SPOS) with a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The dimensions of the SE variable are level, generality, and strength (Bandura, 1997) which divided into 10 items and measured using the General Self-Efficacy (GSE) Scale by Schwarzer & Jerusalem (1995) with a scale ranging from 1 (not at all true) to 5 (exactly true). The dimension of WE variable are vigor, dedication, and absorption (Schaufeli and Bakker, 2004), which are divided into 17 items and measured using the Utrecht Work Engagement (UWES-17) Scale with a scale ranging from 0 (never) to 6 (always). The dimensions of the JP variable are task performance, contextual performance, and contraproductive work behavior (Koopmans, 2014.) which are divided into 18 items and measured using the individual work performance (IWP) scale with a scale ranging from 1 (rarely) to 5 (always). Data analysis techniques used Structural Equation Model with Partial Least Square Version (SEM-PLS) and SmartPLS 3.2.9 software. This research used p -value $< 0,05$, effect sizes (f^2) criteria is 0,02 (low); 0,15 (moderate); 0,35 (high) and confidence intervals are 95% (Hair, 2017).

The results of research by Abdelwahed et al. (2023) showed that 280 Saudi entrepreneurs exhibited unwavering confidence in their ability to navigate

challenges and devise innovative solutions, fortifying their business success and heightened WE. Likewise, Putri & Prakoso (2021) stated that occupational SE has a major influence on WE, suggesting that employees with high SE may be more attached to their work than others. Orgambidez et al. (2019) revealed that nurses with high levels of SE feel able to successfully perform their tasks, meet their goals, and face difficulties and obstacles in an adequate and effective way. The higher the level of SE, the higher the employee's WE.

The psychological atmosphere experienced by employees can positively impact their performance, motivating them to work better towards achieving organizational goals (Ding, 2020). Employees inside the organization who feel valued will reciprocate favorably by contributing positive attitudinal and behavioral improvements to their work (Najeemdeen et al. 2018). The higher the POS among employees, the higher their JP (Jimoh, 2022).

Research by Su et al. (2016) stated that SE has a significant effect on employee performance implementation. Similarly, the results of Saadi (2021) indicate that SE has a positive and significant effect on JP. Additionally, De Clercq et al. (2018) identified important reasons why SE spurs JP. The higher the SE of employees, the better their level of JP.

Buil et al. (2019) investigated the presence of a sequential mediation effect in the hospitality industry and extended past research by demonstrating that identification with the organization and WE may help explain the relationship between leadership styles and frontline employee performance. Additionally, Nabhan & Munajat (2023) revealed that WE and organizational commitment strengthened the effect of organizational identification and Islamic work ethic on JP. The higher the employee's WE, the better the level of JP.

The result of Prabowo (2021) indicated that when employees feel that the company has provided sufficient support, they are more likely to perceive the company positively, leading to increased engagement in their work and, consequently, improved performance. Karatepe (2016) revealed the mediating role of WE in the relationship between organizational and supervisory support on JP. Yulia (2021) stated that WE is able to mediate the relationship between POS and task performance.

Bernales-Turpo et al. (2022) examined that the multidimensional construct of work attachment (strength and dedication) can mediate the relationship between SE and work performance (task and contextual) in the healthcare sector. Research by Tian et al. (2019) among bank employees in East China showed that employees with high SE are more engaged in their work and more effort at their tasks thus improving their performance. WE acts as a partial mediator in the relationship between SE and JP. Similarly, Hadi (2023) stated that high WE will encourage optimal employee performance. Based on the description, the proposed hypotheses were as follows:

H1: POS has a positively significant effect on WE.

H2: SE has a positively significant effect on WE.

H3: POS has a positively significant effect on JP.

H4: SE has a positively significant effect on JP.

H5: WE has a positively significant effect on JP.

H6: WE mediates the effect of POS on JP.

H7: WE mediates the effect of SE on JP.

The conceptual framework of this research is depicted in Figure 1. Based on the picture, it can be explained that there are two independent variables (X1) and (X2), namely perceived organizational support (POS) and self efficacy (SE), one dependent variable (Y) is job performance (JP), and a mediator variable (XMed) is work engagement (WE).

RESULTS

Respondents were predominantly women (87%), with the majority in 20-29 years (47%). The highest level of education was D3 graduates (93%). Most respondents have worked in hospitals (71%) for 1-5 years (40%). The outer model was used to test validity and reliability, as shown in Table 1. From the entire test, all items had loading factor values > 0.7 , composite reliability values > 0.7 , cronbach's alpha > 0.6 , and AVE values > 0.5 (Hair, Hult and Ringle, 2017). Thus, it can be concluded that all research items are valid and reliable. The goodness of fit test as inner model with the SRMR value of $0.067 > 0.05$ and the NFI value of 0.747 , which falls between 0 and 1. It means that the model is suitable for use. The R-Square value of the JP variable is 0.689 , indicating that the influence of POS and SE on JP is 68.9% , while 31.1% is influenced by other variables. The R-Square value of the WE variable is 0.450 , indicating that the influence of POS and SE on WE is 45% , while 55% is influenced by other variables not discussed in this research.

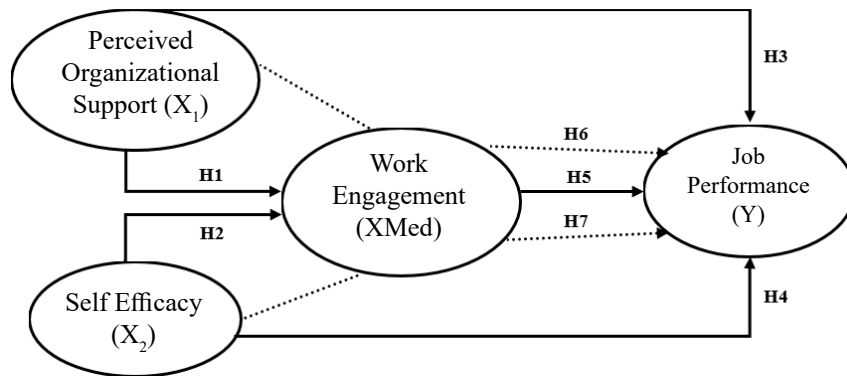


Figure 1. Research framework

Table 1. Validity and reliability test results of the measurement model

Constructs	Items	Loadings	CA	CR	AVE
Job Performance (JP)	JP1. Time planning	0.788	0.923	0.936	0.621
	JP10. Problem solving	0.779			
	JP2. Results planning	0.763			
	JP3. Work priorities	0.856			
	JP4. Work efficiency	0.822			
	JP5. Working time settings	0.764			
	JP6. Working on new assignments	0.778			
	JP8. Knowledge renewal	0.766			
	JP9. Skills renewal	0.771			
Perceived Organizational Support (POS)	POS1. Employee contribution awards	0.769	0.854	0.895	0.631
	POS2. Fair treatment	0.82			
	POS3. Attention to employee complaints	0.799			
	POS4. Notification if there is a discrepancy	0.838			
	POS7. Attention to employees	0.742			
Self Efficacy (SE)	SE1. Solving difficult problems	0.799	0.924	0.937	0.623
	SE10. Handling what happens	0.723			
	SE2. How to resolve differences of opinion	0.807			
	SE4. Confident in actions	0.774			
	SE5. How to deal with unexpected situations	0.836			
	SE6. Problem solving	0.842			
	SE7. Stay calm	0.741			
	SE8. Idea discovery	0.776			
	SE9. Solution out of the problem	0.796			
Work Engagement (WE)	WE1. Overflowing energy	0.828	0.916	0.932	0.632
	WE14. Full concentration	0.716			
	WE2. Strong and full of enthusiasm	0.866			
	WE3. Maximum effort	0.707			
	WE6. Persistent	0.759			
	WE7. Full of meaning and purpose	0.835			
	WE8. Enthusiastic feeling	0.866			
	WE9. Inspired by work	0.762			

Note: CA: Cronbach's Alpha, CR: Composite Reliability, AVE: Average Variance Extracted

Hypothesis testing is a bootstrapping process to determine the relationship between latent variables directly or indirectly. The direct effect results can be seen in Table 2 and the indirect effect results can be seen in Table 3.

POS has a positively significant effect on WE, an increase in POS leads to greater WE. Medical recorders perceive fairness, supervisory support, and rewards, which in turn make them more enthusiastic and fully concentrated in their work as a form of reciprocity with the organization. This is supported by Murthy (2017), who showed that perceptions of organizational support are related to employee engagement in the workplace. This demonstrates the importance of POS for enhancing WE among employees. Furthermore, Musenze et al. (2021) stated that the value and care, usually in the form of fair treatment, promotion, and better pay, provided by the organization to its employees, might lead to high WE.

SE has a positively significant effect on WE, an increase in SE fosters WE. When faced with tasks of varying difficulty levels, medical recorders can complete them with full strength because they have mastery in their field of work, leading to more energy and immersion in their work. This is supported by Burić & Macuka (2018), who found that individuals with higher levels of SE also experience more joy, pride, and love, but less anger, fatigue, and hopelessness. Additionally, Chan et al. (2020) showed that individuals with high levels of SE are more engaged and satisfied with their jobs.

POS does not have a direct effect on JP. This can occur due to differences in supervisory support, facilities, and work environments in each agency, leading to variations in POS perceived by medical recorders. Consequently, the resulting performance also varies, including task performance and contextual performance. In line with Yulivianto (2019), who noted that employees expect companies to pay more attention to their complaints, avoid authoritarian decision-making, appreciate criticism and suggestions from employees, and prioritize employee job satisfaction. Additionally, Alfiana (2020) stated that POS is unable to affect employee performance, partly due to many suggestions that cannot be realized by the company and employees not receiving full benefits.

SE has a positively significant effect on JP, an increase in SE optimizes JP. When medical recorders have competence, they invest thought and time in completing the work given, leading to better task performance, such as prioritizing work with effective and efficient time management, and contextual performance, such as updating existing knowledge and skills along with developments over time. These results are consistent with research conducted by Saryadi & Rahayu (2019), which found that the direct effect of SE on the performance of medical record employees has a greater effect than the indirect effect through intervening organizational commitment. Additionally, an important reason why employees' SE improves their JP is because they experience less anxiety when performing daily job tasks (De Clercq et al. 2018).

WE has a significantly positive effect on JP, increasing WE optimizes JP. Medical recorders demonstrate engagement with their work through enthusiastic behavior and appreciation of their duties, leading them to perform their work as best as possible with full responsibility and active involvement. This is supported by Lorgat & Pillai (2020), who showed that increased engagement leads to a significant increase in employee performance. Furthermore, the effectiveness of engagement is a milestone for individual success in the workplace and inspires an optimistic outlook on life, leading to a positive performance and engagement relationship (Sittar, 2020).

WE has a role in mediating POS on JP, indicating that any organizational support perceived by medical recorders encourages them to work with support from fair behavior, supportive colleagues, a conducive work environment, and positive supervisor support. This makes medical recorders more productive at work, resulting in optimal performance. In line with Utami et al. (2023), who revealed that organizational support demonstrates the company's willingness to listen to and value employee contributions. Employees with strong organizational support can commit to prioritizing company goals. Likewise, the same results from Yulia & Sanusi (2021) stated that awards given by organizations to employees can improve their quality and orientation towards better work. Attention to the problems faced by employees can increase work morale, dedication, and love for their work, which can improve task performance.

Table 2. Direct Effect Results

Variable	Path Coefficient	T-Statistic	P-value	f ² (effect sizes)	Conclusion
POS → WE	0.211	2.851	0.005	0.059	H1 accepted
SE → WE	0.542	7.234	0.000	0.392	H2 accepted
POS → JP	0.02	0.218	0.828	0.001	H3 rejected
SE → JP	0.397	4.877	0.000	0.268	H4 accepted
WE → JP	0.506	7.609	0.000	0.456	H5 accepted

Note: t-value > 1.96 ; p-value < 0.05; Job Performance (JP); Perceived Organizational Support (POS); Self Efficacy (SE); Work Engagement (WE)

Table 3. Indirect Effect Results

Variable	Path Coefficient	T-Statistic	P-value	Conclusion
POS → WE → JP	0.107	2.89	0.004	H6 accepted
SE → WE → JP	0.274	5.173	0.000	H7 accepted

Note: t-value > 1.96; p-value < 0.05; Job Performance (JP); Perceived Organizational Support (POS); Self Efficacy (SE); Work Engagement (WE)

WE has a role in mediating SE on JP. The SE possessed by every medical recorder strengthens their work, making them feel capable of carrying out their responsibilities according to their competence. Medical recorders feel confident in their ability to complete difficult tasks, leading to a state of WE characterized by full energy, inspiration from work, and focus solely on their tasks, thus achieving performance targets. This is supported by Bernales-Turpo et al. (2022), who found that health workers with higher SE affect JP through WE. Human resources are the foundation on which organizations stand. Thus, the role of WE predicts JP, and engaged employees show high performance in in-role and extra-role performance. WE is positively related to JP, and it can influence the perseverance and intensity of individuals in pursuing their task performance (Bhatti et al. 2018).

Managerial Implications

Theoretical implications of this research include supporting previous theories related to each variable and addressing research gaps outlined in the research background. Effective implementation of performance improvement efforts can enhance the effectiveness and efficiency of medical record management. Practical implications suggest that management can create policies that imply justice and productivity and also increase POS by providing rewards, moral support, and material support for the contributions of medical recorders.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Perceived organizational Support (POS) has a positively significant effect on work engagement (WE). Additionally, self efficacy (SE) has a positively significant effect on WE. However, POS does not have a direct effect on job performance (JP). Conversely, SE has a positively significant effect on JP. Moreover, WE has a positively significant effect on JP. Furthermore, WE is able to mediate the effects of POS and SE on JP.

Recommendations

As practitioners, medical recorders should upgrade themselves by attending training and seminars to add value and optimize performance. For future research, it is recommended to expand the scope by including other variables not described in this study, such as motivation, organizational commitment, compensation, organizational culture, leadership, and job satisfaction. This expansion can help uncover additional phenomena and provide a more comprehensive understanding.

This research has several limitations. Firstly, it focused on four variables, with the subjects being medical recorders exclusively working in Yogyakarta. Secondly, respondents were only provided with closed questions with several answer options. Thirdly, the data source used was primary data, and there was no secondary data available for further exploration.

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