



THE RELATIONSHIP BETWEEN *WORK ENGAGEMENT* AND *ORGANIZATIONAL COMMITMENT* IN EMPLOYEES BLUD NORTH KONAWE HOSPITAL IN 2026

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Abstract

Work engagement is an important factor that can influence employees' attachment and commitment to an organization. Employees who demonstrate enthusiasm, dedication, and full involvement in their work tend to have a stronger sense of loyalty and attachment to the organization. This study aimed to determine the relationship between work engagement and organizational commitment among employees at the BLUD Konawe Utara Hospital in 2026. This research employed a quantitative method with a cross-sectional design. The study sample consisted of 59 respondents selected using a simple random sampling technique. Data were collected using a work engagement questionnaire covering the dimensions of vigor, dedication, and absorption, as well as an organizational commitment questionnaire. Data analysis was conducted using univariate and bivariate analyses with the Chi-Square test at a significance level of $\alpha = 0.05$. The results showed that most respondents had a good level of work engagement, with 42 respondents (71.2%), while 17 respondents (28.8%) had a poor level of work engagement. Organizational commitment was also predominantly categorized as good, with 37 respondents (62.7%), while 22 respondents (37.3%) were categorized as having poor organizational commitment. The Pearson Chi-Square test results showed a value of $\chi^2 = 14.199$ with a significance value of $p = 0.000$ ($p < 0.05$), indicating a significant relationship between work engagement and organizational commitment among employees at the BLUD Konawe Utara Hospital. It can be concluded that the better the employees' work engagement, the higher their organizational commitment. Therefore, hospital management should improve employee engagement through supportive leadership, fair rewards, competency development, and the creation of a conducive work environment to strengthen employees' organizational commitment.

Keywords: BLUD; employees; organizational commitment; work engagement.

Abstrak

Keterlibatan kerja adalah salah satu faktor penting yang dapat memengaruhi keterikatan dan komitmen karyawan terhadap sebuah organisasi. Karyawan yang menunjukkan antusiasme, dedikasi, dan keterlibatan penuh dalam pekerjaan mereka cenderung memiliki rasa loyalitas dan keterikatan yang lebih kuat pada organisasi. Studi ini bertujuan untuk menentukan hubungan antara keterlibatan kerja dan komitmen organisasi di antara karyawan di Rumah Sakit BLUD Konawe Utara pada tahun 2026. Studi ini menggunakan metode kuantitatif dengan desain penampang. Populasi studi terdiri dari karyawan Rumah Sakit BLUD Konawe Utara, dengan sampel 59 responden yang dipilih menggunakan pengambilan

sampel acak sederhana. Data dikumpulkan menggunakan kuesioner keterlibatan kerja yang mencakup dimensi semangat, dedikasi, dan penyerapan, serta kuesioner komitmen organisasi. Analisis data dilakukan menggunakan analisis univariat dan bivariat dengan uji Chi-Square pada tingkat signifikansi $\alpha = 0,05$. Hasilnya menunjukkan bahwa sebagian besar responden memiliki keterlibatan kerja yang baik, dengan total 42 responden (71,2%), sementara 17 responden (28,8%) dikategorikan sebagai memiliki keterlibatan kerja yang buruk. Komitmen organisasi juga dikategorikan sebagai baik, dengan 37 responden (62,7%), sementara 22 responden (37,3%) dikategorikan memiliki komitmen organisasi yang buruk. Tes Pearson Chi-Square menunjukkan nilai $\chi^2 = 14,199$ dengan nilai signifikansi $p = 0,000$ ($p < 0,05$), menunjukkan hubungan signifikan antara keterlibatan kerja dan komitmen organisasi di antara karyawan di Rumah Sakit BLUD Konawe Utara. Dapat disimpulkan bahwa semakin baik keterlibatan kerja karyawan, semakin tinggi komitmen organisasi mereka. Oleh karena itu, manajemen rumah sakit harus meningkatkan keterlibatan karyawan melalui kepemimpinan yang mendukung, penghargaan yang adil, pengembangan kompetensi, dan penciptaan lingkungan kerja yang kondusif untuk memperkuat komitmen organisasi karyawan.

Kata kunci: BLUD; karyawan; komitmen organisasi; keterlibatan kerja.

I. INTRODUCTION

Human resources are one of the important components in the success of an organization, including healthcare service organizations. Hospitals require human resources who possess the ability, engagement, and commitment to properly carry out their duties and responsibilities. Employees who are engaged in their work tend to demonstrate greater enthusiasm, dedication, and involvement in carrying out their duties.

Work engagement is one of the important factors supporting organizational success because employees with high work engagement tend to make greater contributions to the achievement of organizational goals. Schaufeli and Bakker (2004) explained that work engagement can develop through the availability of job resources and a supportive work environment. Organizational support, good leadership, a comfortable work environment, rewards, and opportunities for competency development can encourage employees to become more enthusiastic and engaged in their work. Therefore, improving work engagement is important for organizations, particularly hospitals that require employees to provide optimal services.

In addition to work engagement, organizational commitment is also an important aspect of organizational sustainability. Robbins and Judge (2015) explained that

organizational commitment is an employee's attitude of supporting the organization and the desire to remain a member of the organization. According to Meyer and Allen (1997), organizational commitment is a psychological bond between individuals and organizations, reflected in the desire to remain part of the organization, acceptance of organizational values, and willingness to make the best contribution to the organization. Organizational commitment consists of affective commitment, continuance commitment, and normative commitment. Employees with high organizational commitment tend to have greater loyalty, a stronger sense of belonging, and a stronger desire to maintain their membership in the organization.

Work engagement and organizational commitment are two concepts that are conceptually related. Employees who demonstrate enthusiasm, dedication, and full involvement in their work can develop a stronger psychological relationship with the organization. The study by Tang et al. (2022) showed that work engagement had a significant relationship with organizational commitment among nurses in China. Nurses with high levels of work engagement tended to demonstrate higher organizational commitment, loyalty, responsibility, and a stronger desire to remain working in the organization. The study by Humaini et al. (2024) also showed that work engagement had a significant effect on organizational commitment among hospital nurses. Issues related to work engagement and organizational commitment are also important to examine at BLUD Konawe Utara Hospital. Based on interviews conducted in this study, several factors were associated with workforce termination or movement, including employment contract policies, discipline, and family and personal reasons. These conditions demonstrate the importance of paying attention to employee engagement and commitment in retaining human resources in hospitals. Therefore, work engagement and organizational commitment are aspects that need attention in efforts to improve employee loyalty and workforce sustainability in the hospital environment.

Based on the results of the study involving 59 respondents at BLUD Konawe Utara Hospital, most respondents had good work engagement, namely 42 respondents (71.2%), while 17 respondents (28.8%) were categorized as having poor work engagement. Meanwhile, most respondents had good organizational commitment, namely 37 respondents (62.7%), while 22 respondents (37.3%) were categorized as having poor organizational commitment. The Pearson Chi-Square test showed a χ^2 value of 14.199 with a significance

value of $p = 0.000$ ($p < 0.05$), indicating a significant relationship between work engagement and organizational commitment among employees of BLUD Konawe Utara Hospital.

However, the cross-tabulation results showed a distribution pattern that differed from some previous studies. Respondents with poor work engagement all had good organizational commitment. This condition indicates that organizational commitment is not only influenced by work engagement but may also be associated with other factors such as organizational support, leadership, employment status, career security, organizational culture, and job satisfaction. Therefore, research on the relationship between work engagement and organizational commitment among employees of BLUD Konawe Utara Hospital is important to provide empirical information regarding the relationship between these two variables.

Based on the description above, this study aimed to determine the relationship between work engagement and organizational commitment among employees of BLUD Konawe Utara Hospital in 2026. The results are expected to provide information for hospital management in developing strategies to improve employee engagement, loyalty, and organizational commitment, thereby supporting the creation of productive human resources who contribute to improving the quality of healthcare services.

II. THEORETICAL REVIEW

Work Engagement

Work engagement is a positive psychological condition related to work that describes the extent to which an employee possesses energy, enthusiasm, dedication, and full involvement in carrying out their work. According to Schaufeli and Bakker (2004), work engagement is a positive psychological condition characterized by three main dimensions: vigor, dedication, and absorption. Vigor describes the level of energy and mental resilience possessed by employees in carrying out their work, including the willingness to make an effort and persist when facing work demands or difficulties. Dedication refers to strong involvement in work, characterized by a sense of meaningfulness, enthusiasm, inspiration, pride, and challenge. Absorption describes a condition in which employees have high concentration and involvement in their work, making it difficult to detach from the work and causing time to seem to pass quickly. Thus, work engagement reflects employees' positive attachment to their work, which can encourage enthusiasm, dedication, and better contributions toward achieving organizational goals.

Work engagement can be influenced by various factors originating from individuals and the organizational environment. These factors include job resources, supervisor support, leadership, organizational climate, the work environment, as well as rewards and recognition of employee contributions. A supportive work environment can provide comfort and increase employee motivation in carrying out their duties. In addition, organizational support and good leadership can increase employees' enthusiasm, dedication, and involvement in their work. Therefore, work engagement is an important aspect that needs attention in organizations, particularly hospitals that require highly engaged employees to provide optimal services.

Organizational Commitment

Organizational commitment is a psychological condition that describes the relationship and attachment between individuals and organizations. According to Meyer and Allen (1997), organizational commitment is a psychological state that reflects the relationship between individuals and organizations and influences an individual's decision to remain a member of the organization. Organizational commitment reflects attachment, loyalty, a sense of belonging, and employees' willingness to contribute to the organization. Employees with high organizational commitment tend to have a stronger desire to remain part of the organization and are willing to make their best efforts to achieve organizational goals. Meyer and Allen (1997) divided organizational commitment into three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment is an employee's emotional attachment to the organization, which leads the employee to remain because of a personal desire to continue being part of the organization. Continuance commitment is commitment based on considerations of the benefits and costs of leaving the organization. Meanwhile, normative commitment is commitment based on a sense of moral responsibility or obligation to remain and contribute to the organization.

Work engagement and organizational commitment are conceptually related because both involve employees' psychological attachment to their work and organization. Employees with good work engagement tend to demonstrate enthusiasm, energy, dedication, and high concentration in carrying out their work. This condition can encourage the development of a stronger psychological relationship between employees and the organization. Vigor can encourage employees to have energy and resilience in carrying out their work, dedication can increase a sense of pride, enthusiasm, and meaning in work, while absorption reflects full involvement and concentration in performing tasks. Such positive

work engagement can strengthen employees' sense of belonging, loyalty, and desire to remain part of the organization. The relationship between these two variables is supported by previous studies, including Humaini et al. (2024), which showed that work engagement had a significant effect on organizational commitment among hospital nurses, and Rahmi et al. (2025), which showed a strong relationship between work engagement and organizational commitment among healthcare workers. Thus, the better the work engagement of employees, the greater the likelihood of stronger organizational commitment.

III. RESEARCH METHODS

This study used a quantitative method with a cross-sectional design and was conducted at BLUD Konawe Utara Hospital in 2026. The population consisted of all employees of BLUD Konawe Utara Hospital, with a sample of 59 respondents selected using simple random sampling. Data were collected using questionnaires. The work engagement variable was measured based on three dimensions, namely vigor, dedication, and absorption, based on the theory of Schaufeli and Bakker, while the organizational commitment variable was measured based on three dimensions according to Meyer and Allen: affective commitment, continuance commitment, and normative commitment. The research instrument used a Likert scale to measure respondents' answers. The collected data were analyzed using univariate and bivariate analyses. Univariate analysis was used to describe respondent characteristics and the frequency and percentage distributions of each variable, while bivariate analysis was used to determine the relationship between work engagement as the independent variable and organizational commitment as the dependent variable using the Pearson Chi-Square test at a significance level of $\alpha = 0.05$. The decision criterion was that if $p < 0.05$, there was a significant relationship between work engagement and organizational commitment.

IV. RESEARCH RESULTS

Univariate Analysis

Based on Table 1, the analysis of the research variables showed that most respondents had good Work Engagement, namely 42 respondents (71.2%), while 17 respondents (28.8%) were categorized as having poor Work Engagement. For Organizational Commitment, the majority of respondents were also categorized as having good organizational commitment, namely 37 respondents (62.7%), while 22 respondents (37.3%) had poor organizational commitment. These findings indicate that most

employees at BLUD Konawe Utara Hospital had good work engagement and organizational commitment, providing an initial description of the respondents' conditions before the relationship analysis between the two research variables was conducted.

Table 1.
Frequency Distribution of Respondents' Answers Based on Work Engagement and Organizational Commitment among Employees of BLUD Konawe Utara Hospital, Southeast Sulawesi Province, 2026

Variable	N	Percentage (%)
Work Engagement		
Good	17	71,2
Poor	42	28,8
Organizational Commitment		
Good	37	62,7
Poor	22	37,3

Analysis of Respondent Characteristics

Based on Table 2, the characteristics of respondents showed that most respondents were female, namely 34 respondents (57.6%), while 25 respondents (42.4%) were male. Regarding age, most respondents were >40 years old, namely 27 respondents (37.5%), followed by the 20–30 age group with 25 respondents (34.7%) and the 30–40 age group with 20 respondents (27.8%). Regarding the highest level of education, the majority of respondents had a bachelor's degree (S1), namely 29 respondents (49.1%), followed by diploma education with 22 respondents (37.3%) and master's degree (S2) with 8 respondents (13.6%). Regarding length of service, most respondents had worked for 1–5 years, namely 31 respondents (53.5%), followed by 5–10 years with 21 respondents (35.6%), while 7 respondents (11.9%) had worked for >10 years. Regarding employment status, respondents with PPPK status were slightly more numerous, namely 30 respondents (50.8%), compared with 29 respondents (49.2%) with PNS status. Overall, the respondent characteristics indicate that the sample was predominantly female, over 40 years old, had a bachelor's degree, had 1–5 years of work experience, and held PPPK employment status.

Table 2.
Characteristics of Respondents at BLUD Konawe Utara Hospital, Southeast Sulawesi Province, 2026

Variable	N	Percentage (%)
Gender		
Male	25	42,4
Female	34	57,6
Age		

Variable	N	Percentage (%)
20–30 Years	25	34,7
30–40 Years	20	27,8
>40 Years	27	37,5
Highest Education		
DIPLOMA	22	37,3
S1	29	49,1
S2	8	13,6
Length of Service		
>10 Years	7	11,9
1–5 Years	31	53,5
5–10 Years	21	35,6
Employment Status		
Civil Servant (PNS)	29	49,2
Government Employee (PPPK)	30	50,8

Bivariate Analysis

Based on Table 3, the analysis of the relationship between Work Engagement and Organizational Commitment showed that among 42 respondents with good work engagement, 20 respondents (47.6%) had good organizational commitment, while 22 respondents (52.4%) had poor organizational commitment. Meanwhile, among the 17 respondents with poor work engagement, all had good organizational commitment, namely 17 respondents (100%), and none had poor organizational commitment. The statistical test showed $p = 0.000$ ($p < 0.05$), indicating a significant relationship between Work Engagement and Organizational Commitment among employees at BLUD Konawe Utara Hospital. These results indicate that work engagement is related to organizational commitment, although the data distribution suggests that organizational commitment may also be influenced by factors beyond work engagement.

Table 3.
Characteristics of Respondents at BLUD Konawe Utara Hospital, Southeast Sulawesi Province, 2026

Work Engagement	Organizational Commitment				Total	P
	Good		Poor			
	N	%	N	%	N	%
Good	20	47,6	22	52,4	42	100,0
Poor	17	100	0	00.0	17	100,0
Total	37	62,7	22	37,3	59	100,0

Discussion

The results showed that most employees of BLUD Konawe Utara Hospital had good work engagement, namely 42 respondents (71.2%), while 17 respondents (28.8%) were categorized as having poor work engagement. This finding indicates that the majority of employees had good engagement in carrying out their duties and responsibilities. This condition can be seen from their enthusiasm and energy at work, dedication to their jobs, and involvement and concentration in carrying out their duties. According to Schaufeli and Bakker (2004), work engagement is a positive psychological condition characterized by three main dimensions: vigor, dedication, and absorption. Employees with good work engagement tend to be more enthusiastic, have a greater sense of responsibility, and demonstrate greater involvement in carrying out their work. Thus, the high level of work engagement among most respondents indicates that employees of BLUD Konawe Utara Hospital generally have a positive attachment to their work.

For the organizational commitment variable, the results showed that most respondents had good organizational commitment, namely 37 respondents (62.7%), while 22 respondents (37.3%) were categorized as having poor organizational commitment. These results indicate that most employees have attachment, loyalty, and a desire to remain part of the organization. According to Meyer and Allen (1997), organizational commitment is a psychological condition describing the relationship between individuals and organizations and influencing an individual's decision to remain a member of the organization. Organizational commitment consists of affective commitment, continuance commitment, and normative commitment. Employees with good organizational commitment tend to have a sense of belonging to the organization, consider the benefits and consequences of their membership, and feel responsible for continuing to contribute to the organization.

The bivariate analysis showed $p = 0.000$ ($p < 0.05$), indicating a significant relationship between work engagement and organizational commitment among employees of BLUD Konawe Utara Hospital in 2026. This finding indicates that work engagement is related to employees' organizational commitment. Employees who are engaged in their work may develop a stronger psychological relationship with the organization through enthusiasm, dedication, and involvement in carrying out their duties. Working conditions that encourage employee enthusiasm and engagement can increase a sense of belonging, loyalty, and the desire to remain part of the organization.

Conversely, low work engagement may potentially reduce employees' psychological attachment to their work and organization.

The results of this study support the theory of Schaufeli and Bakker (2004), which states that work engagement consists of vigor, dedication, and absorption. These three dimensions describe employees' positive engagement in carrying out their work. Employees who possess energy and enthusiasm at work, demonstrate dedication and pride in their work, and are able to concentrate fully while carrying out their duties will have a more positive work experience. This positive experience can strengthen employees' attachment to the organization. These findings are also consistent with the theory of Meyer and Allen (1997), which explains that organizational commitment is a psychological bond between individuals and organizations that influences an individual's desire to remain part of the organization.

The results of this study are also consistent with previous research showing a relationship between work engagement and organizational commitment. Humaini et al. (2024) showed that work engagement had a significant effect on organizational commitment among hospital nurses. In addition, Rahmi et al. (2025) found a relationship between work engagement and organizational commitment among healthcare workers. These findings strengthen the results of this study that employee involvement in work may be associated with the development of stronger organizational commitment.

However, the cross-tabulation results showed that the relationship between work engagement and organizational commitment did not completely follow the same pattern among all respondents. Among the 42 respondents with good work engagement, 20 respondents (47.6%) had good organizational commitment and 22 respondents (52.4%) had poor organizational commitment. Meanwhile, all 17 respondents with poor work engagement had good organizational commitment. This condition indicates that organizational commitment is not only influenced by work engagement but may also be associated with other factors, such as employment status, length of service, organizational support, leadership, work environment, job satisfaction, and the benefits obtained from the organization. Therefore, the results should be interpreted based on the overall statistical analysis, which showed a significant relationship between the two variables.

Based on these results, it can be concluded that work engagement is one of the factors related to organizational commitment among employees of BLUD Konawe Utara Hospital. Therefore, hospital management should maintain and improve employee work engagement by creating a conducive work environment, providing leadership support, offering appropriate rewards, increasing opportunities for competency development, and strengthening positive working relationships. These efforts are expected to increase employees' enthusiasm, dedication, and involvement in carrying out their work, thereby supporting the formation of better and sustainable organizational commitment.

V. CONCLUSION

Based on the results of the study on the relationship between Work Engagement and Organizational Commitment among employees of BLUD Konawe Utara Hospital, Southeast Sulawesi Province, in 2026, it can be concluded that most respondents had good Work Engagement, namely 42 respondents (71.2%), while 17 respondents (28.8%) were categorized as having poor Work Engagement. For Organizational Commitment, most respondents were also categorized as having good organizational commitment, namely 37 respondents (62.7%), while 22 respondents (37.3%) were categorized as having poor organizational commitment. The bivariate analysis using the Pearson Chi-Square test showed $p = 0.000$ ($p < 0.05$), indicating a significant relationship between Work Engagement and Organizational Commitment among employees of BLUD Konawe Utara Hospital in 2026.

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