



ABSTRAK

Pendahuluan: *Employee engagement* merupakan kondisi psikologis positif yang mencakup *vigor*, *dedication*, dan *absorption*, yang berperan penting dalam meningkatkan kualitas layanan dan keselamatan pasien. Penelitian ini dilakukan untuk menilai tingkat keterikatan karyawan serta faktor-faktor yang memengaruhinya di Rumah Sakit Tria Dipa (RSTD) Jakarta.

Metode: Penelitian menggunakan desain *mixed-method* (kuantitatif dan kualitatif). Instrumen kuantitatif berupa kuesioner *Utrecht Work Engagement Scale* (UWES) dengan skala *Likert*, sedangkan data kualitatif diperoleh melalui wawancara mendalam dan *Focus Group Discussion* (FGD). Responden adalah seluruh karyawan RSTD yang memenuhi kriteria inklusi (total sampling, n=95). Analisis data kuantitatif menggunakan statistik deskriptif dan regresi linier berganda, sedangkan data kualitatif dianalisis dengan *thematic analysis*.

Hasil: Tingkat *employee engagement* berada pada kategori sedang (mean=3,77). Faktor dengan skor terendah adalah kompensasi (mean=3,02) dan remunerasi (mean=3,17), sedangkan aspek non-material seperti keuntungan kerja (mean=4,08) dan kesan umum terhadap pekerjaan (mean=3,91) dinilai tinggi. Temuan kualitatif menyoroti keterbatasan biaya serta minimnya pelatihan eksternal sebagai hambatan utama pengembangan kompetensi SDM.

Kesimpulan: *Employee engagement* karyawan RSTD tergolong sedang dengan apresiasi tinggi pada aspek non-material, namun lemah pada kompensasi dan remunerasi. Intervensi strategis berupa perbaikan sistem kompensasi, perluasan akses pelatihan eksternal, serta penguatan manajemen talenta diperlukan untuk meningkatkan keterikatan karyawan dan mendukung mutu layanan serta keselamatan pasien.

Kata kunci: *employee engagement*, kompensasi, pelatihan, rumah sakit, SDM



ABSTRACT

Introduction: Employee engagement is a positive psychological condition that includes vigor, dedication, and absorption, which plays an important role in improving service quality and patient safety. This study was conducted to assess the level of employee engagement and the factors that influence it at Tria Dipa Hospital (RSTD) Jakarta.

Methods: This study used a mixed-method design (quantitative and qualitative). The quantitative instrument was the Utrecht Work Engagement Scale (UWES) questionnaire with a Likert scale, while qualitative data were obtained through in-depth interviews and Focus Group Discussions (FGD). The respondents were all RSTD employees who met the inclusion criteria (total sampling, n=95). Quantitative data analysis used descriptive statistics and multiple linear regression, while qualitative data was analyzed using thematic analysis.

Results: Employee engagement levels were moderate (mean=3.77). The factors with the lowest scores were compensation (mean=3.02) and remuneration (mean=3.17), while non-material aspects such as job benefits (mean=4.08) and overall impression of the job (mean=3.91) were rated highly. Qualitative findings highlight cost constraints and a lack of external training as the main obstacles to human resource competency development.

Conclusion: RSTD employee engagement is moderate, with high appreciation for non-material aspects, but weak in terms of compensation and remuneration. Strategic interventions in the form of improving the compensation system, expanding access to external training, and strengthening talent management are needed to increase employee engagement and support service quality and patient safety.

Keywords: employee engagement, compensation, training, hospital, human resources