

The Effect of Employee Engagement, Talent Management, and Job Satisfaction on the Performance of Inpatient Nurses at DKH Kedungwaringin Hospital in 2025

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ABSTRACT

Nurse performance is a critical determinant of healthcare service quality, particularly in inpatient settings where nurses provide continuous and direct patient care. Challenges in service quality and patient complaints indicate the need to examine organizational factors that influence nurse performance. This study aimed to analyze the effects of employee engagement, talent management, and job satisfaction on the performance of inpatient nurses at DKH Kedungwaringin Hospital in 2025. A quantitative cross-sectional design was employed involving all 50 inpatient nurses, using total sampling. Data were collected through structured questionnaires and analyzed using multiple logistic regression with SPSS version 24.0. The results revealed that employee engagement significantly influenced nurse performance ($p = 0.006$; OR = 7.495), indicating that highly engaged nurses were 7.495 times more likely to demonstrate good performance. Talent management also showed a significant effect ($p = 0.021$; OR = 5.313), as did job satisfaction ($p = 0.045$; OR = 4.018). The Nagelkerke R Square value of 0.522 suggests that 52.2% of the variance in nurse performance was explained by the three predictors. Among them, employee engagement emerged as the strongest determinant. Strengthening these factors is essential for improving nurse performance and healthcare service quality.

Keywords:

Nurse
Performance,
Employee
Engagement,
Talent
Management,
Job Satisfaction

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INTRODUCTION

Nurse performance represents a fundamental component of healthcare service delivery and is essential for maintaining and improving the quality of hospital services. As frontline healthcare providers, nurses serve as the primary link between hospitals and patients. High-quality nurse performance ensures service excellence and contributes to positive patient outcomes and satisfaction.

Nurses constitute the largest professional group within hospitals and provide continuous 24-hour care. Due to their frequent and direct interaction with patients and families, nurses significantly influence both service quality and the hospital's public image. Despite their central role, complaints regarding nursing services remain prevalent, particularly in inpatient units, highlighting the need to examine factors influencing nurse performance.

Performance is a multidimensional construct influenced by various factors, including individual characteristics, leadership, teamwork, organizational systems, and contextual conditions. While traditional performance evaluation systems often attribute outcomes solely to individual capabilities, contemporary perspectives recognize that performance is also shaped by systemic and organizational determinants.

Performance can be defined as the measurable outcomes achieved by an individual or group in accordance with assigned responsibilities and organizational objectives, without violating legal or ethical standards. In the nursing profession, performance encompasses not only the results of work but also the processes and

behaviors involved in delivering patient care. Therefore, clear and measurable performance criteria are required to ensure objective evaluation.

Employee engagement is a relatively recent construct in human resource management and has gained significant attention in organizational research. It refers to the degree to which employees are psychologically invested in their work. Engaged employees demonstrate commitment, enthusiasm, and dedication to their tasks and workplace. Engagement involves physical, cognitive, and emotional involvement, leading employees to exert discretionary effort and exceed standard performance expectations.

Talent management refers to systematic organizational processes aimed at identifying, developing, retaining, and placing employees in roles that match their competencies. It encompasses recruitment, selection, development, and retention strategies designed to optimize employee potential. Effective talent management ensures that the right individuals are positioned in appropriate roles, thereby enhancing organizational performance.

Job satisfaction represents employees' affective and cognitive evaluation of their work and work environment. It reflects the alignment between individual expectations and organizational realities. Employees who experience job satisfaction are more likely to demonstrate motivation, commitment, and optimal performance. In hospital settings, nurse job satisfaction plays a strategic role in ensuring the successful implementation of healthcare service programs and improving service outcomes.

Based on the theoretical and empirical considerations above, this study investigates the influence of employee engagement, talent management, and job satisfaction on inpatient nurse performance at DKH Kedungwaringin Hospital.

METHODS

This study employed a quantitative approach using multiple logistic regression analysis with a descriptive-analytic cross-sectional design. The cross-sectional approach was selected because data collection was conducted once without any intervention, and measurements of independent and dependent variables were performed simultaneously.

The dependent variable was nurse performance, while the independent variables were employee engagement, talent management, and job satisfaction. Data were collected using structured questionnaires distributed to respondents.

The target population consisted of all inpatient nurses at DKH Kedungwaringin Hospital, totaling 50 nurses. Given the relatively small population size, total sampling was applied, and all 50 nurses were included as respondents. These nurses were directly involved in providing inpatient healthcare services.

Data analysis was performed using SPSS version 24.0. Multiple logistic regression was applied to assess the magnitude and significance of the influence of independent variables on nurse performance.

RESULTS AND DISCUSSION

Results

Table 1 presents the results of the multiple logistic regression analysis.

Table 1. Multiple Logistic Regression Analysis Results

Variable	Nagelkerke R Square	p-value	Odds Ratio (OR)
Employee Engagement	0.522	0.006	7.495
Talent Management	–	0.021	5.313
Job Satisfaction	–	0.045	4.018
Constant	–	0.043	4.094

Source: Primary Data (2025)

The analysis indicates that employee engagement significantly influences nurse performance ($p = 0.006 < 0.05$). The Odds Ratio (OR) of 7.495 suggests that nurses with high employee engagement are 7.495 times more likely to demonstrate good performance compared to those with lower engagement levels.

Talent management also shows a statistically significant effect on performance ($p = 0.021 < 0.05$), with an OR of 5.313. This indicates that nurses who perceive talent management practices positively are 5.313 times more likely to exhibit good performance.

Similarly, job satisfaction significantly influences nurse performance ($p = 0.045 < 0.05$), with an OR of 4.018. Nurses who report higher job satisfaction are 4.018 times more likely to demonstrate good performance compared to those with lower satisfaction levels.

The Nagelkerke R Square value of 0.522 indicates that 52.2% of the variance in nurse performance is explained collectively by employee engagement, talent management, and job satisfaction, while 47.8% is attributed to other variables not examined in this study. Among the three predictors, employee engagement exerts the strongest influence, as indicated by the highest Odds Ratio.

Discussion

1. The Effect of Employee Engagement on Inpatient Nurse Performance

The results of the multiple logistic regression analysis demonstrated that employee engagement has a statistically significant effect on inpatient nurse performance at DKH Kedungwaringin Hospital ($p = 0.006 < 0.05$). The Odds Ratio (OR) value of 7.495 indicates that nurses with high levels of employee engagement are 7.495 times more likely to exhibit good performance compared to those with lower engagement levels.

These findings are consistent with the study conducted by Aldi Saputra (2024) at Myria Hospital, Palembang, which reported that employee engagement significantly influences nurse performance. The statistical test showed that the calculated t-value (2.769) exceeded the critical t-value (1.666), with a significance level of 0.007 (< 0.05), confirming the positive and significant effect of employee engagement on performance.

According to Gallup's employee engagement framework, employees can be categorized into three types: engaged, not engaged, and actively disengaged. Engaged employees demonstrate enthusiasm, strong emotional attachment to the organization, and high levels of innovation and productivity. In contrast, not engaged employees tend to perform tasks routinely without emotional investment, while actively disengaged employees experience dissatisfaction and may negatively influence

organizational performance. These distinctions help explain why highly engaged nurses demonstrate superior work outcomes.

Albrecht (2010) describes employee engagement as a psychological state in which employees invest physical, cognitive, and emotional energy into their work. Engaged employees demonstrate enthusiasm, dedication, and strong alignment with organizational goals. Furthermore, Anitha (as cited in Lina, 2019) identifies seven key drivers of employee engagement: work environment, leadership, teamwork and coworker relationships, training and development, compensation, organizational policies, and workplace well-being.

In the context of inpatient healthcare services, employee engagement directly influences service quality. Nurses with high engagement levels are more likely to feel valued, supported, and emotionally connected to the hospital. This condition fosters greater dedication, professional commitment, and willingness to exert discretionary effort in patient care. Therefore, hospital management should prioritize strategies aimed at enhancing nurse engagement through supportive leadership, recognition systems, career development opportunities, and conducive working conditions.

2. The Effect of Talent Management on Inpatient Nurse Performance

The analysis revealed that talent management significantly influences inpatient nurse performance ($p = 0.021 < 0.05$), with an Odds Ratio (OR) of 5.313. This indicates that nurses who perceive talent management practices positively are 5.313 times more likely to demonstrate good performance compared to those who perceive such practices less favorably.

This finding aligns with research by Jaannatul Firdausi (2024), which reported a positive and significant effect of talent management on employee performance (t -statistic = 5.223 > 1.96; $p = 0.000 < 0.05$). Similarly, Pusriadi and Darma (2020) and Ilham et al. (2022) found that talent management positively and significantly affects employee performance.

Talent management refers to a structured organizational system aimed at improving performance through strategic human resource planning (Banuari et al., 2021). Organizations that effectively identify, develop, and retain talented individuals create a foundation for sustainable performance improvement (Mahyuni et al., 2021). Recent human resource management trends emphasize the strategic importance of investing in internal talent pipelines, including leadership development and succession planning (Hassan et al., 2022).

Within hospital inpatient units, effective talent management encompasses talent acquisition, talent development, and talent retention. Careful selection processes ensure that nurses possess the necessary competencies and professional skills. Continuous professional development programs enhance clinical capabilities and service quality. Retention strategies—including career advancement opportunities, fair compensation, and recognition—help maintain high-performing nurses within the organization. Consequently, hospital management should implement comprehensive talent management strategies to enhance nurse performance and healthcare service quality.

3. The Effect of Job Satisfaction on Inpatient Nurse Performance

The results also indicate that job satisfaction significantly affects inpatient nurse performance ($p = 0.045 < 0.05$), with an Odds Ratio (OR) of 4.018. Nurses who report higher job satisfaction are 4.018 times more likely to demonstrate good performance than those with lower satisfaction levels.

These findings are supported by previous studies. Renna Vionitha (2019) reported a significant positive effect of job satisfaction on nurse performance ($t = 8.697 > 1.994$; $p = 0.000 < 0.05$). Similarly, research by Fildza Rizki Husna (2024) identified coworker relationships as a significant determinant of inpatient nurse performance. Luthans (2006) argues that job satisfaction directly influences work outcomes, as satisfied employees tend to demonstrate greater motivation and productivity.

Empirical evidence from Bradley and Taylor indicates that relationship satisfaction within hospitals affects inpatient unit performance. Kalra et al. (2019) further found that interpersonal satisfaction influences nurse loyalty and motivation. Alharbi et al. (2021) reported that nurses who feel valued and supported by managers and colleagues demonstrate superior performance.

Job satisfaction reflects employees' affective responses to their work. In the inpatient nursing context, satisfaction may be influenced by the nature of the job itself, coworker support, and supervisory practices. Nurses who perceive their work as meaningful, challenging, and development-oriented tend to perform better. Supportive colleagues and effective supervision foster confidence, reduce workplace stress, and enhance performance outcomes.

Therefore, hospital administrators should focus on strengthening interpersonal relationships, supervisory quality, and work design to improve both nurse satisfaction and performance.

4. The Simultaneous Effect of Employee Engagement, Talent Management, and Job Satisfaction on Nurse Performance

The Nagelkerke R Square value of 0.522 indicates that employee engagement, talent management, and job satisfaction collectively explain 52.2% of the variance in inpatient nurse performance. The remaining 47.8% may be attributed to other factors not examined in this study, such as work environment, motivation, compensation, organizational commitment, organizational culture, leadership behavior, workload, burnout, work stress, work–family conflict, discipline, and service quality.

Among the three predictors, employee engagement demonstrated the strongest effect ($OR = 7.495$), suggesting that psychological attachment and emotional commitment to the organization play a central role in determining nurse performance.

These findings reinforce prior empirical evidence demonstrating the positive and significant influence of employee engagement, talent management, and job satisfaction on performance. In practical terms, hospitals that simultaneously strengthen these three factors are more likely to achieve sustainable improvements in nurse performance and healthcare quality.

An integrated management approach is therefore required. Enhancing employee engagement through supportive leadership and recognition systems, implementing systematic talent management strategies, and ensuring high levels of job satisfaction can collectively create a productive and sustainable work environment for inpatient nurses.

CONCLUSION

This study confirms that:

1. **Employee Engagement** has a positive and significant effect on inpatient nurse performance at DKH Kedungwaringin Hospital. Higher levels of engagement increase motivation, commitment, and productivity in delivering healthcare services.
2. **Talent Management** has a positive and significant effect on nurse performance. Effective talent acquisition, development, and retention strategies contribute to improved service quality and sustainable workforce performance.
3. **Job Satisfaction** significantly influences nurse performance. Higher job satisfaction enhances motivation, organizational commitment, and productivity in inpatient care services.
4. **Simultaneously**, employee engagement, talent management, and job satisfaction significantly influence inpatient nurse performance. An integrated managerial focus on these three factors is essential for improving nurse performance and ensuring high-quality healthcare service delivery.

Hospital management should therefore adopt a comprehensive and strategic approach that simultaneously strengthens employee engagement, talent management systems, and job satisfaction to optimize inpatient nurse performance.

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