

The Influence of Leadership Roles and Conscientiousness on Work Involvement with Work Competence as a Mediator in Employees of Sangkulirang Hospital

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ABSTRACT

This research is motivated by the importance of employee work involvement in the hospital environment which has a high level of work pressure, both physically, emotionally, and mentally. Optimal work involvement is believed to be influenced by a number of factors, including leadership roles, conscientiousness personality, and employee work competence. This study aims to analyze the influence of leadership roles and conscientiousness on work involvement, as well as evaluate the role of work competence as a mediating variable in employees of Sangkulirang Hospital. This study uses a quantitative approach with an explanatory design. Data was collected through the distribution of questionnaires to the entire population of Sangkulirang Hospital employees totaling 100 people, with a total sampling method. The data analysis technique was carried out using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method to test the direct and indirect relationships between variables. The results of the study show that the role of leadership and conscientiousness have a positive and significant effect on work competence, as well as work involvement.

INTRODUCTION

Hospital employees often experience tasks both physically, emotionally, and mentally (Alverina & Ambarwati, 2019). Such jobs that involve handling patients in critical conditions or those that require intensive care require special skills, highly detailed attention, and high physical and mental endurance (Irawan et al., 2023). In addition, high emergency situations often make employees have to work harder, with the risk of fatigue that can affect performance. This condition often adds psychological pressure to employees, which can ultimately affect the level of involvement in work (Erizon et al., 2024).

These challenges will be even greater if employees feel less supported by management or are not appreciated for their efforts (Sholeh, 2023). When they feel not supported by adequate facilities or do not receive rewards for hard work, employees can feel less motivated and lose the motivation to continue to give their best (Diffa et al., 2024). This condition leads to a decrease in the quality of services provided to patients, which of course has an impact on the hospital's reputation and patient satisfaction level.

The level of employee work engagement is also strongly influenced by whether employees feel their work is valued (Wokas et al., 2022). Andershon, et al. (2024) awards given by management, both in material and non-material form, have a great impact on maintaining employee enthusiasm and commitment. Recognition of employees' efforts and achievements will give a sense that their work has value and has a positive impact, both for patients and for the organization as a whole (Saputro, 2021). To maintain employee involvement, it is important for RSUD leaders to provide sufficient support, both in the form of facilities, training, and appreciation for their performance.

Every organization relies on the existence of competent human resources as a strategic element to achieve the targets that have been set. Individual competencies that include knowledge, skills, and positive work behavior play an important role in supporting the successful implementation of organizational policies, increasing productivity, and achieving competitive advantages in an increasingly complex and dynamic business environment (Afiani et al., 2019). The organization is formed on the basis of goals and visions and missions agreed to be achieved by all its members. Given that these goals are the goals of the organization as a whole, active contributions and collaboration from the members of the organization are needed, with the determination of goals that are formulated in a structured and clear manner (Hidayat, 2021). In an organization, work involvement can greatly affect the organization's goals (Asmaluddin & Sintaasih, 2021).

Work engagement is one of the main antecedents that contribute to increased employee productivity and performance in organizations (Wokas et al., 2022). Work engagement becomes crucial when employees feel comfortable, motivated, and encouraged to work with high dedication (Wirawan et al., 2024). Employees who have high work involvement will take the initiative when carrying out roles that even exceed the responsibilities of employees, which has a positive impact on the overall performance of the organization (Ridwan et al., 2024). However, work engagement doesn't just happen; rather, it is influenced by

various internal factors and external factors of the organization. Leadership roles are one of the crucial factors that contribute to the level of work engagement.

Leadership can be defined as a discipline that comprehensively studies how a leader plays a role in guiding, controlling, and directing other individuals to perform their roles in accordance with predetermined provisions (Dwidienawati et al., 2025). A leader often faces various challenges that must be overcome in managing and adjusting to the dynamics of the organizational situation (Iskandar, 2019). Effective leadership is indispensable to direct and motivate employees to contribute optimally to achieving organizational goals. Good leadership is able to build supportive working conditions, increase employee trust and commitment, and create better relationships between employees and the organization (Ramadan & Firmansyah, 2021).

The role of leaders in increasing employee work involvement at the hospital is very important, because leaders have a great influence on work involvement (Nurtjahjani et al., 2020). Effective leaders can build supportive working conditions, encourage employees to take an active role in tasks, and have a direct impact on employee work engagement (Mardikaningsih & Darmawan, 2022). Leaders who have a transformational or participatory leadership style, for example, are more likely to build open communication, inspire employees, and involve employees in decision-making, which ultimately strengthens employees' sense of responsibility and commitment to work (Mathew et al., 2024).

Previous research has identified that transformational leadership styles have an important contribution to developing worker work engagement. This improvement occurs through empowerment mechanisms, where leaders motivate workers to participate in the decision-making process and contribute to the development and growth of the organization (Asmaluddin & Sintaasih, 2021). Employees who are in a work environment with transformational leadership tend to feel valued, inspired, and motivated to exceed the work targets that have been set. This situation creates a work climate that supports increased sense of belonging, loyalty, and emotional attachment to the organization. A different finding was revealed by Wijaya et al. (2024), that although the relationship between transformational leadership and work engagement shows a positive direction, the effect is not statistically significant. An interpretation of these results reveals that in certain contexts, the implementation of transformational leadership does not necessarily directly drive increased work engagement.

In addition to the leadership aspect, conscientiousness or the nature of prudence and individual responsibility is also an important element that can contribute to the level of employee involvement in work. One of the dimensions in the big five personality theory that is estimated to have an influence on individual involvement in carrying out their duties is conscientiousness, which reflects disciplined, organized, and orientation to achieving work goals (Barus et al., 2024). Conscientiousness represents an individual's behavioral tendencies that are oriented towards task completion and goal achievement, and reflects a person's level of perseverance and motivational drive in an organizational

context. This personality dimension is also related to the individual's ability to control internal impulses in social interactions, which is important for functioning in the work environment (Muslikah et al., 2020). Individuals with high levels of conscientiousness tend to work organized, focused, and goal-oriented, which can increase their involvement in work and organization (Cervone & Pervin, 2022). A person who has high conscientiousness tends to show greater work involvement. Traits such as discipline, the ability to manage tasks in a structured manner, and a strong drive to achieve targets are factors that encourage active participation in work. This personality reflects an orientation towards achievement, perseverance in completing responsibilities, and a consistent commitment to organizational goals (Narayanasami et al., 2024).

LITERATURE REVIEW

Theoretical Foundations

The theoretical basis for the problem and its solution in this study will be listed in the theoretical foundation. The theoretical basis here includes the theories formulated and these theories are applied as material to describe variables conceptually. The variables in this study include leadership roles, conscientiousness, work involvement and work competence.

Work Engagement

Work involvement is an aspect that plays an important role in determining the quality of personal performance and supporting the achievement of organizational success. Employees who have a high attachment to their work tend to show a strong level of responsibility, high work morale, and a consistent commitment to achieving organizational goals (Dessler, 2020, p. 102-103). This work engagement is also related to employees' feelings that they are valued, have clear goals, and be given the opportunity to grow and contribute to their work to the fullest (Kumar et al., 2025).

Leadership Roles

Armstrong & Taylor (2023) emphasize that leadership roles in organizations are complex and multidimensional. Leaders are not only tasked with directing and making strategic decisions, but also function as performance managers, effective liaison, supporters of employee development, and creators of a positive work culture. Effective leadership can develop employee work engagement, motivation, and performance, which ultimately contributes to the success and sustainability of the organization (Mathew et al., 2024).

Work Competencies

According to Boxall & Purcell (2022), job competencies include a collection of knowledge, skills, and personal attributes possessed by individuals that enable individuals to perform their jobs more effectively. Job competencies are not only limited to technical skills or specific tasks, but also include more holistic elements, such as interpersonal skills, emotional intelligence, and adaptability to change.

Influence Between Variables

The role of leaders in an organization is reflected through various aspects of activities, ranging from the implementation of the organization's overall strategy, the formulation of work plans, to the pattern of communication interaction between team members in carrying out tasks. Effective managerial leadership is a strategic element in increasing employee capacity and competence. Leadership is often defined as the ability to influence and direct individual behavior, as well as a mechanism to encourage a person to voluntarily carry out tasks with a positive attitude. Through appropriately applied leadership, managers are able to influence employees to work more productively, follow directions according to procedures, and foster creativity and efficiency at work. In addition, effective leadership can foster work spirit and motivation, so that work is perceived as a fun and meaningful activity. Such psychological conditions are an important asset in the process of improving the quality of individual competencies in the work environment (Kartono, 2011).

Research Hypothesis

According to Mahyarni and Meflinda (2016), a research hypothesis is a provisional statement submitted to provide initial conjecture or tentative answers to the research problems being studied. The hypothesis of this research must be able to be tested for truth by collecting and analyzing data. Mahyarni and Meflinda (2016), stated that a research hypothesis is a temporary conjecture about the relationship between two or more variables based on existing facts or theories.

The following research hypothesis is a temporary development before empirical research tests are carried out, so that the research hypothesis can be formulated as follows:

- H1. The role of leadership has a positive and significant effect on the work competence of Sangkulirang Hospital employees.
- H2. Conscientiousness has a positive and significant effect on work competence in employees of Sangkulirang Hospital.
- H3. The role of leadership has a positive and significant effect on work involvement in employees of Sangkulirang Hospital.
- H4. Conscientiousness has a positive and significant effect on work involvement in employees of Sangkulirang Hospital.
- H5. Work competence has a positive and significant effect on work involvement in Sangkulirang Hospital employees.
- H6. The role of leadership has an indirect effect on work involvement mediated by work competence in employees of Sangkulirang Hospital.
- H7. Conscientiousness has an indirect effect on work involvement mediated by work competence in employees of Sangkulirang Hospital.

METHODOLOGY

Research Design

This study uses a quantitative method. According to Sugiyono (2018), quantitative methods mean that the method used involves research on a specific population or sample, with data collection through research instruments. The

data obtained are analyzed quantitatively or statistically, with the aim of describing and testing the research hypothesis that has been formulated previously.

Population

Population in a study is defined as a whole subject, element, or unit of analysis that has certain characteristics that are relevant to the problem and the purpose of the research. Population becomes the scope or universe from which data will be obtained, and is the basis in the process of sample extraction. In other words, a population includes all individuals, objects, or events that have similar traits or characteristics that are of primary concern to the researcher, whether limited or unlimited, depending on the design and approach of the research used. Population can also be interpreted as the whole element or member of the research object that is the subject of observation (Sugiyono (2018). The population in this study is 107 employees of the Sangkulirang Regional General Hospital.

Sample

According to Arifin (2020), a sample is defined as a group of individuals who are part of a larger population. Sampling was carried out because it was not possible to reach all members of the population in research activities. Therefore, a representation called a sample is needed to obtain relevant data. In this study, the overall population is not known for sure.

The sampling technique in this study uses the census method or also known as total sampling is a study that takes one population group as a sample as a whole and uses a structured questionnaire as a basic data collection tool to obtain specific information. The reason for taking the total sampling is because the existing population has a relatively small number, making it possible to involve all elements of the population in the study. Thus, each individual in the population can be sampled, ensuring that the results obtained reflect the overall characteristics of the population.

It is a measuring tool used in research to make measurements in terms of finding complete information on natural and social phenomena (Sugiyono, 2018). In this study, the instrument used was a questionnaire. more accurately (Nur Laili, 2017).

Data Collection Techniques

The data collection technique in this study was carried out through questionnaires. Questionnaires are a method of collecting data by giving a series of questions or written statements to respondents to fill out. Through this method, researchers get information directly from respondents related to the research topic being researched (Sugiyono, 2018).

RESEARCH RESULT

Frequency of Respondents' Answers

Frequency of Answers for Leadership Roles (X1)

To get a more in-depth picture of respondents' perception of the Leadership Role variable (X1), a frequency distribution analysis was carried out

for each statement item. Table 1 below presents a summary of respondents' responses to six items that measure perceptions of leadership roles. This analysis is important to identify the extent to which respondents respond consistently and positively to the leadership aspects measured in the study.

Table 1. Categorization of Leadership Roles

Leadership Role Variable Frequency Distribution Table (X1)								
Item	Frequency					N	Min Value	Max Value
	STS	TS	KS	S	SS			
X1.1	0	0	2	23	63	107	3	5
X1.2	0	0	2	24	60	107	3	5
X1.3	0	0	2	27	56	107	3	5
X1.4	0	0	2	26	57	107	3	5
X1.5	0	0	2	27	56	107	3	5
X1.6	0	0	2	23	61	107	3	5

Source: Data processed (2025)

Based on Table 1. of the results of the frequency distribution per item on the Leadership Role variable (X1), all items (X1.1 to X1.6) showed a tendency for very positive responses from respondents, where none of them chose the Strongly Disagree (STS) or Disagree (TS) category. Most respondents chose Agree (S) and Strongly Agree (SS), with the dominance in the Strongly Agree category in each item, as seen in items X1.1 (63 SS), X1.2 (60 SS), X1.3 and X1.5 (56 SS each), X1.4 (57 SS people), and X1.6 (61 SS people). The number of respondents who voted Disagree (KS) on each item was also very small (only 2 people), which reinforces the evidence that respondents generally have a very positive perception of the leadership role in question. Additionally, the minimum value on all items is 3 and the maximum value is 5, which means that all responses are in the positive category. This condition shows that the role of leadership in the context of this study is considered very good and effective by the respondents.

Frequency of Answers for the Role of Conscientiousness (X2)

Table 2. Categorization of Conscientiousness

Frequency Distribution Table of Variable Roles of Conscientiousness (X2)								
Item	Frequency					N	Min Value	Max Value
	STS	TS	KS	S	SS			
X2.1	0	0	3	28	46	107	3	5
X2.2	0	0	3	28	46	107	3	5
X2.3	0	0	3	28	46	107	3	5
X2.4	0	0	3	27	47	107	3	5
X2.5	0	0	3	27	47	107	3	5
X2.6	0	0	3	26	48	107	3	5

Source: Data processed (2025)

Based on Table 5.6 of the results of the frequency distribution per item on the Conscientiousness variable (X2), all respondents did not choose the Strongly Disagree (STS) or Disagree (TS) categories, which indicates that there was no

rejection of the statements submitted in each item. All items X2.1 through X2.6 show the majority of respondents choosing the Agree (S) and Strongly Agree (SS) categories, with the highest number in the Strongly Agree category (between 46 and 48 people on each item). The number of respondents who voted for Disagree (KS) was very small, namely only 3 people for each item. The same minimum and maximum values for all items, which are 3 and 5, also indicate that there is no negative response to the existing statement. These findings show that the respondents have a high level of conscientiousness, which is reflected in the attitude of discipline, responsibility, and meticulousness in carrying out related tasks and work.

Frequency of Answers for Work Engagement Roles (Y)

Table 3. Categorization of Work Engagement

Variable Frequency Distribution Table of Work Involvement Roles (Y)								
Item	Frequency					N	Min Value	Max Value
	STS	TS	KS	S	SS			
Y1	0	0	1	16	83	107	3	5
Y2	0	0	1	17	82	107	3	5
Y3	0	0	1	15	84	107	3	5

Source: Data processed (2025)

Based on Table 5.7, the results of the frequency distribution per item on the Work Engagement variable (Y). The majority of respondents chose the Strongly Agree (SS) category, with the highest number of respondents in item Y3 as many as 84 people, followed by Y1 as many as 83 people, and Y2 as many as 82 people. Meanwhile, the number of respondents who chose Disagree (KS) was only 1 person in each item, and the rest were in the Agree (S) category. The same minimum and maximum values, i.e. 3 and 5 for all items, confirm that there are no negative or extreme answers. These findings indicate that the respondents' work engagement rate is in the very high category, which reflects their enthusiasm, dedication, and strong concentration in carrying out their job duties.

Frequency of Answers for Job Competency Roles (Z)

Table 4. Categorization of Job Competency Roles

Variable Frequency Distribution Table of Job Competency Roles (Z)								
Item	Frequency					N	Min Value	Max Value
	STS	TS	KS	S	SS			
Z1	0	0	2	17	64	107	3	5
Z2	0	0	2	16	67	107	3	5
Z3	0	0	2	19	60	107	3	5
Z4	0	0	2	15	69	107	3	5
Z5	0	0	2	15	70	107	3	5

Source: Data processed (2025)

Based on Table 4. The results of the frequency distribution per item on the Work Competency Role variable (Z), all respondents did not choose the Strongly Disagree (STS) or Disagree (TS) categories, indicating that there was no rejection

of the statements in the five items. The majority of respondents chose the Strongly Agree (SS) category, with the highest number of Z5 items as many as 70 people, followed by Z4 as many as 69 people, Z2 as many as 67 people, Z1 as many as 64 people, and Z3 as many as 60 people. Meanwhile, the number of respondents who chose Disagree (KS) was only 2 people in each item, and the rest were in the Agree (S) category. The same minimum and maximum values, i.e. 3 and 5 for all items, confirm that there are no negative or extreme answers. These findings indicate that the role of work competence is in the very high category, reflecting that respondents have a strong perception of the importance of work competence in supporting professional performance and task implementation.

SEM-PLS Analysis

Evaluation of Measurement Models (Outer Model)

Validity Test

The validity in this study is aimed at ensuring that each indicator is acceptable and able to represent the latent variable it is measuring, where an outer loading value of 0.7 or more is considered to reflect an adequate level of validity.

Table 5. Convergent Validity Test Results

Item Variable	X2	And	With	X1
X1.1				0.970
X1.2				0.973
X1.3				0.932
X1.4				0.960
X1.5				0.962
X1.6				0.963
X2.1	0.968			
X2.2	0.989			
X2.3	0.984			
X2.4	0.984			
X2.5	0.990			
X2.6	0.990			
Y1		0.985		
Y2		0.976		
Y3		0.993		
Z1			0.951	
Z2			0.975	
Z3			0.927	
Z4			0.984	
Z5			0.975	

Source: Data processed (2025)

Based on Table 5.9, the outer loading values of all the analyzed indicators exceeded the 0.7 threshold, which indicates that these indicators are still worthy of inclusion in the model. This indicates that the relationship between the indicator and the latent construct is strong enough to maintain the validity of the measurement model used.

Furthermore, a discriminant validity test was carried out using the cross loadings, Fornell-Larcker criterion, and heterotrait-monotrait ratio (HTMT) methods. In this method, the discriminant validity is fulfilled if the outer loading value of an indicator in the construct is greater than the cross loading in another construct. The results of the cross loading test are presented in Table 6. below:

Table 6. Results of Discriminant Validity Test with Cross Loadings

Item Variabel	X2	Y	Z	X1
X1.1	0.631	0.614	0.615	0.970
X1.2	0.635	0.582	0.605	0.973
X1.3	0.632	0.543	0.561	0.932
X1.4	0.651	0.553	0.610	0.960
X1.5	0.648	0.543	0.595	0.962
X1.6	0.655	0.592	0.606	0.963
X2.1	0.968	0.525	0.552	0.658
X2.2	0.989	0.525	0.565	0.663
X2.3	0.984	0.525	0.558	0.640
X2.4	0.984	0.520	0.570	0.654
X2.5	0.990	0.520	0.576	0.677
X2.6	0.990	0.528	0.582	0.657
Y1	0.517	0.985	0.664	0.586
Y2	0.507	0.976	0.639	0.560
Y3	0.547	0.993	0.689	0.613
Z1	0.581	0.624	0.951	0.593
Z2	0.535	0.659	0.975	0.612
Z3	0.581	0.582	0.927	0.597
Z4	0.545	0.683	0.984	0.609
Z5	0.534	0.696	0.975	0.593

Source: Data processed (2025)

In addition to using cross loading values, this study also applied the Fornell-Larcker criterion test to evaluate the validity of discrimination in a research model based on Partial Least Squares Structural Equation Modeling (PLS-SEM). The discriminant validity is considered to be fulfilled if the square root of AVE (diagonal value) is greater than the correlation between constructs (value below the diagonal). The following is presented a table of the output results of the Fornell-Larcker criterion.

Table 7. Fornell-Larcker Criterion Test Results

Variabel	X2	Y	Z	X1
Conscientiousness (X2)	0.984			
Keterlibatan Kerja (Y)	0.532	0.984		
Kompetensi Kerja (Z)	0.576	0.675	0.963	
Peran Kepemimpinan (X1)	0.669	0.596	0.624	0.960

Source: Data processed (2025)

Based on Table 7. of the analysis using the Fornell-Larcker Criterion, all constructs in the model, namely Conscientiousness (X2), Work Involvement (Y), Work Competency (Z), and Leadership Role (X1) have met the discriminatory

validity. This can be seen from the larger square root value of AVE than the correlation value between other constructs. ACE's square root value for Conscientiousness (X2) is 0.984, greater than its correlation with Work Engagement (Y) of 0.532, Work Competency (Z) of 0.576, and Leadership Role (X1) of 0.669. VIE's square root value for Work Engagement (Y) was also 0.984, higher than its correlation with Work Competency (Z) of 0.675, and Leadership Role (X1) of 0.596. Furthermore, the square root value of AVE for Work Competency (Z) is 0.963, higher than its correlation with Leadership Role (X1) of 0.624. Finally, the square root value of the AVE of the Leadership Role (X1) is 0.960, which is also higher than its correlation with other variables. Thus, each construct in this model can be clearly distinguished from the others, so that the validity of the discriminator has been well met.

Table 8. Results of the Discriminant Validity Test with HTMT

Variabel	X2	And	With	X1
<i>Conscientiousness</i> (X2)				
Work Engagement (Y)	0.538			
Work Competency (Z)	0.585	0.686		
Leadership Role (X1)	0.677	0.605	0.636	

Source: Data processed (2025)

Based on Table 8. of the results of the discriminant validity test using HTMT (Heterotrait-Monotrait Ratio), it was obtained that all HTMT values between constructs were below the recommended threshold, which was 0.90. This shows that each construct has good discriminant validity. The HTMT value between Conscientiousness (X2) and Work Engagement (Y) was 0.538, between Conscientiousness (X2) and Work Competency (Z) was 0.585, and between Conscientiousness (X2) and Leadership Role (X1) was 0.677. Furthermore, the HTMT value between Work Engagement (Y) and Work Competency (Z) was 0.686, and between Work Involvement (Y) and Leadership Role (X1) was 0.605. Finally, the HTMT value between Work Competency (Z) and Leadership Role (X1) is 0.636. All of these values are less than 0.90, so it can be concluded that all constructs in this model meet the criteria of discriminant validity based on the HTMT approach.

Tabel 9. Nilai Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)	Information
<i>Conscientiousness</i> (X2)	0.969	Valid
Work Engagement (Y)	0.969	Valid
Work Competency (Z)	0.927	Valid
Leadership Role (X1)	0.922	Valid

Source: Data processed (2025)

Based on the calculation of the Average Variance Extracted (AVE) value, all constructs in this model have an AVE value above 0.50, which indicates that each construct has good convergent validity. The AVE value for the Conscientiousness (X2) variable is 0.969, for the Work Involvement (Y) variable is also 0.969, then for the Work Competency (Z) variable is 0.927, and for the Leadership Role (X1) variable is 0.922. Since all AVE values exceed the minimum threshold of 0.50, it can be concluded that all constructs in this study are convergently valid.

Reliability Test

Table 10. Cronbach's Alpha and Composite Reliability Values

Variabel	Cronbach's Alpha	Composite Reliability
Conscientiousness (X2)	0.994	0.995
Keterlibatan Kerja (Y)	0.984	0.989
Kompetensi Kerja (Z)	0.980	0.984
Peran Kepemimpinan (X1)	0.983	0.986

Source: Data processed (2025)

Based on the calculation results, all variables in this study had Cronbach's Alpha and Composite Reliability values above 0.70, which indicates that the constructs in this model meet the requirements of good internal reliability. The Conscientiousness (X2) variable has a Cronbach's Alpha value of 0.994 and a Composite Reliability of 0.995. The Work Engagement (Y) variable has Cronbach's Alpha value of 0.984 and Composite Reliability of 0.989. Furthermore, the Work Competency variable (Z) has Cronbach's Alpha of 0.980 and Composite Reliability of 0.984. Meanwhile, the Leadership Role variable (X1) showed Cronbach's Alpha value of 0.983 and Composite Reliability 0.986. Thus, it can be concluded that the four constructs are reliable because they have a high reliability value.

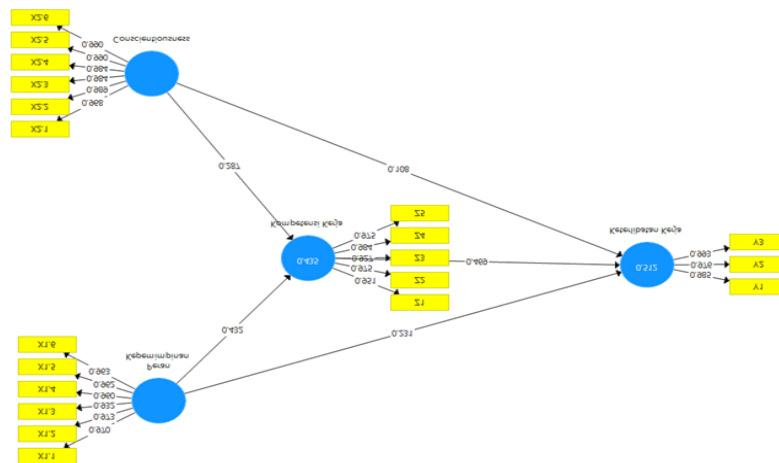


Figure 1. Outer Model Path Coefficient

Test Measurement Model (Inner Model)

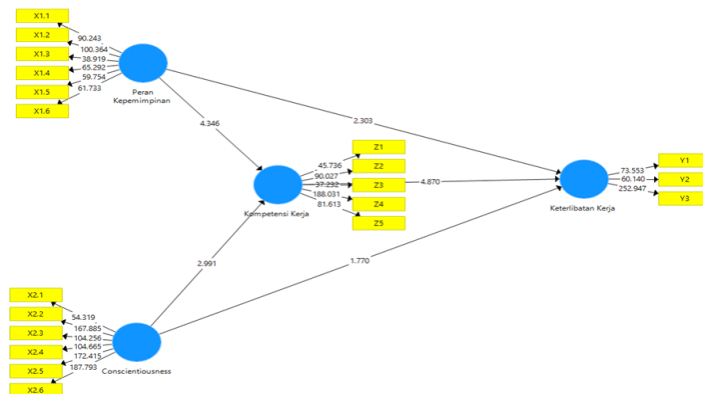


Figure 2. Inner Model

DISCUSSION

The Influence of Leadership Roles on Work Competency

Leadership has a significant influence on improving employee work competencies in various sectors of the organization. The results of this study show that the role of leadership has a positive and significant influence on the work competence of employees at Sangkuliang Hospital, with a contribution of 6.0% to the work competency variable, while the remaining 94.0% is influenced by other factors. The t-value = 4.346 and the p-value = 0.000 also indicate that the effect is statistically significant at the 95% confidence level, as it is smaller than the significance limit of 0.05. Effective leadership not only functions as a guide to organizational strategy, but also plays a role in creating a work atmosphere conducive to individual development, both in terms of knowledge, skills, and work attitudes.

The Effect of Conscientiousness on Work Competency

Based on the results of the study, it was found that the conscientiousness variable had a positive and significant effect on work competence, with a t-count value = 2.991 and a p-value of 0.000 ($p < 0.05$). These values show that the relationship between conscientiousness and work competence is statistically significant, so this hypothesis is acceptable.

The results of this study support the view of Thielmann et al. (2020) that conscientiousness, as one of the personality dimensions in the Big Five model, plays an important role in shaping disciplined, organized, and goal-oriented work behaviors. This finding is also in line with Amorandus (2022) who shows that individuals with a high level of conscientiousness tend to be more motivated and able to carry out their responsibilities optimally.

The Influence of Leadership Roles on Work Engagement

The results of the analysis show that the role of leadership has a positive and significant influence on employee work engagement. This finding is supported by the results of the hypothesis test which shows a t-calculated value of 2.303 and a p-value of 0.011, which is below the significance threshold of 0.05. Thus, statistically there is a statistically significant relationship between the variables of leadership roles and work involvement, so the hypothesis proposed in this study is acceptable. An effective leadership role creates a comfortable working atmosphere, directs subordinates clearly, and strengthens interpersonal relationships within the organization. Leaders who are able to inspire, provide constructive feedback, and encourage active participation from employees can increase motivation, morale, and a sense of belonging to the organization.

The Effect of Conscientiousness on Work Engagement

The results of this study show that the conscientiousness variable has a positive and significant effect on work engagement. This finding is evidenced by a path coefficient value of 0.108 with a t-calculated value of 1.770 and a p-value of 0.039, which is below the significance threshold of 0.05. Therefore, the hypothesis that conscientiousness affects work involvement is statistically accepted.

These results are in line with research conducted by Muslikah et al. (2020), which found a significant relationship between conscientiousness and employee engagement. In this context, individuals with high levels of conscientiousness tend to show a more positive, disciplined, and responsible work attitude, making it easier for them to experience emotional, cognitive, and behavioral involvement in their work.

The Influence of Work Competency on Work Engagement

The results of this study show that work competence has a positive and significant influence on work engagement. This is supported by a path coefficient value of 0.469 with a t-calculated value of 4.870 and a p-value of 0.000 ($p < 0.05$), which shows that the relationship between the two variables is statistically significant. Thus, the hypothesis that states that work competence affects work involvement is acceptable.

The Influence of Work Competency as a Mediator of the Role of Leadership on Work Engagement

The results of this study show that work competence has a significant role as a mediator in the relationship between leadership roles and work engagement. This is shown through the results of statistical tests with a t-value of 3.129 and a p-value of 0.004 ($p < 0.05$), which indicates the statistical significance of the mediation relationship (Fakhrizan, 2025).

Research conducted by Wei et al. (2018), who developed a mediated-moderated model and found that leader competencies play a role in strengthening the relationship between authentic leadership and employee work engagement. Work engagement acts as a mediator in the relationship between leadership and employee performance, with competence being a key element in the effectiveness of those relationships. In line with this, Elshifa et al. (2020) also found that competence significantly mediated the influence of work involvement on performance. This confirms that competence not only has a direct impact on work results, but also serves as a bridge in the influence of psychological variables such as work involvement.

Work Competence as a Mediator of the Influence of Conscientiousness on Work Involvement

The results of this study show that work competence has a significant mediating role in the relationship between conscientiousness and work involvement. This is proven through the analysis of the indirect effect with a t-value of 2.336 and a p-value of 0.010 ($p < 0.05$), which indicates a statistically significant mediation effect.

Theoretically, individuals with high levels of conscientiousness tend to have a tendency to work diligently, organized, and achievement-oriented. This characteristic encourages individuals to continuously improve their work abilities so as to strengthen competence in carrying out tasks (Clarke, 2018). Thus, conscientiousness is not only directly correlated with work engagement, but also strengthens competence as an important internal capital in building sustainable engagement. These findings are supported by Bhatti, Mat, et al. (2018), who

reveal that Big Five personality traits, including conscientiousness, have a significant influence on work performance through the mediation of work engagement. In this context, work engagement emerges as a result of strong personal competence and resources, in which conscientiousness plays a key determinant.

CONCLUSIONS AND RECOMMENDATIONS

Based on the conclusions of the study, it is recommended that Sangkulirang Hospital focus on enhancing employee competencies through regular training and development programs. This effort will help maintain high levels of work engagement by strengthening both individual and team performance. In parallel, the hospital's leadership should continuously improve in areas such as decision-making, effective communication, and employee empowerment, as strong leadership has been shown to foster a supportive work environment that enhances competence and engagement.

Furthermore, the hospital is advised to incorporate personality assessment—particularly conscientiousness—into recruitment and human resource development processes, given its proven impact on work competence and engagement. Lastly, management should adopt an integrated strategy for building work engagement, ensuring that leadership, personality traits, and employee competencies are aligned and synergized to create a more engaged, competent, and high-performing workforce.

ADVANCED RESEARCH

Future research is suggested to consider the addition of other variables that have the potential to affect work engagement and work competence, such as job satisfaction, organizational culture, and work climate, in order to obtain a higher R-Square value, especially in the work competency variable which in this study only reached 43.5%. In addition, a more comprehensive methodological approach, for example with the use of additional moderation or mediation variables, can be used to generate a deeper understanding of the relationships between variables.

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