
The Effect of Prosocial Motivation on Work Engagement with Thriving at Work as a Mediating Variable

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Abstract

In this research, nurses at RSUD RAA Soewondo Pati will have their work engagement affected by prosocial motivation, with thriving at work serving as a mediating variable. The population of this research consists of all 575 nurses who work at RSUD RAA Soewondo Pati. Using 106 female nurses as the sample size, non-probability sampling with a purposive sampling strategy was employed for this study. The SEM PLS (Partial Least Square) 3.0 program's statistical computation capabilities were utilized by the authors of this research to evaluate the hypothesis. The findings indicated that the first hypothesis, that prosocial motivation has a significant direct impact on work engagement, the second hypothesis, that prosocial motivation has a significant direct impact on thriving at work, the third hypothesis, that thriving at work has a significant direct impact on work engagement, and the fourth hypothesis, that thriving at work indirectly mediates between prosocial motivation, were all accepted.

Keywords: prosocial drive, successful career, and work engagement.

1. Introduction

There are a large number of people working in Indonesia. With this workforce, the government in Indonesia is automatically spared from having to choose people for infrastructure, health, law, and other professions that are all open. The government should pay special attention to all the hard work they are doing, especially in times of emergency like the Covid-19 Pandemic. The welfare of healthcare workers in service facilities makes it difficult to meet the Era 5.0 requirement that health professionals are tech-savvy and keep up with the rapidly evolving field of health sciences. Patients get the best possible care. Despite the fact that many healthcare workers feel pressure from the government because they work closely with patients. But not all healthcare workers have equal access to (Maatisya & Santoso, 2022). Nurses are one of the most numerous hospital personnel and play a vital role in offering medical care. Nurses are responsible for providing care to patients, staying close to them throughout the day, and performing many tasks related to patient care. The motivation to direct and alter the environment of their job to enhance performance, health, and well-being comes from registered nurses who

are thriving at work (Spreitzer et al., 2005). Since it is infectious, thriving is a crucial aspect that may affect organizational results. If one nurse is energetic, others will catch the virus and become more motivated and content with their job (Porath et al., 2012). Their desire to assist others while finishing their own task serves as their primary source of motivation. Prosocial motivation is a sort of drive that influences how people connect and form bonds with others who are impacted by their job (Grant, 2008).

This research examines Soewondo Hospital Starting in 1992, development in Pati began. On Friday, January 17, 2020, a video of a patient confronting a nurse at the Regional General Hospital (RSUD) regarding less than optimal service to one of the BPJS patients in inpatient class III, Pati in Central Java went viral on social media. In reality, there are still complaints about the services provided by nurses in the hospitalization room. Patients, heads of rooms, heads of service, and human resources have all voiced complaints. Most nurses, however, chose to ignore these complaints. The management said that related to the nursing services that often drew complaints from patients, the work engagement of staff at RSUD RAA Suwondo was not given enough attention. However, there are certain inpatient nurses who have high levels of work engagement. These nurses arrive for duty 15 to 30 minutes early and do not mind leaving the office outside of working hours. This is because the nurses have to change shifts with other nurses. Work engagement is associated with the personal energy that individuals bring to their work (Tims et al., 2015). Work engagement refers to a high-energy, happy, affectively motivated mood that is also accompanied by a lot of commitment and laser-like focus on the task at hand (Schaufeli & Bakker, 2010). Based on the background, the research questions are as follows:

- 1) Does prosocial motivation affect nurses' work engagement at RSUD RAA Soewondo Pati?
- 2) Does prosocial motivation affect nurses' thriving at work at RSUD RAA Soewondo Pati?
- 3) Does thriving at work affect nurses' work engagement at RSUD RAA Soewondo Pati?
- 4) Does thriving at work mediate between prosocial motivation and nurses' work engagement at RSUD RAA Soewondo Pati?

Literature Review

1.1 Prosocial Motivation

Prosocial motivation is a sort of drive that influences how people connect and form bonds with others who are impacted by their job (Grant, 2008). Employees that are prosocially driven are more likely to take initiative (De Dreu et al., 2009), perform better, finish tasks consistently (Grant, 2008), and excel at achieving their fundamental objectives while also helping their peers (Grant, 2007); (Ryan & Deci, 2000). According to Bakker, Albrecht, and Leiter (2011), the model JD-R Demerouti et al., (2001) also explains work engagement by stating that job resources are workplace features that are helpful in attaining task goals and in driving individual growth.

1.2 Thriving At Work

According to Spreitzer et al. (2005), flourishing at work is a desired and favorable psychological state in which workers feel alive and constantly learning new things. Employees that are

flourishing believe that their present experiences and activities at work are naturally motivating and encourage self-improvement. A measure of eudaimonic well-being at work is the ability to thrive at work, which may be shown by the energy and learning that empowers people to accomplish important work objectives and self-development (Basinska & Rozkwitalska, 2022). Porath et al., (2012) note that "while each dimension may signify some progress toward personal growth and development at work, only together do they enhance each other to form a thriving experience". There are two reasons for defining flourishing at work as a shared experience of vitality and learning (Spreitzer et al., 2005). First, the affective and cognitive psychological dimensions of experience are closely linked (Eagly & Haiken, 1993), and thriving is no exception. Second, based on an understanding of well-being as a multidimensional phenomenon with complementary aspects, Spreitzer et al. (2005) argue that vitality, as a pleasurable experience, represents the hedonic component of well-being, whereas learning, as a means to realize one's potential, represents the well-being component (Ryan & Deci, 2001).

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1.3 Work Engagement

Work engagement refers to a positive and satisfying work-related mental state, characterized by passion (a high level of energy while working), dedication (a sense of meaning, enthusiasm, inspiration, pride and challenge) and absorption (the individual's full concentration at work, which makes time pass quickly without his or her noticing). (Schaufeli *et al.*, 2002). Work engagement is measured by a scale developed by Schaufeli *et al.*, (2002). It consists of three dimensions namely passion, dedication, and absorption. Work engagement is associated with the personal energy that individuals bring to their work (Bakker et al., 2014). Work engagement refers to a high-energy, happy, affectively motivated mood that is also accompanied by a lot of commitment and laser-like focus on the task at hand (Spreitzer et al., 2010).

Hypothesis Development

Prosocial motivation affects Work Engagement

It is crucial to remember that work resources encourage job engagement, which helps workers meet their goals and objectives (Bakker et al., 2007). Work engagement is a favorable and contented mental state associated with one's work that is characterized by passion (a high level of energy while working), dedication (a sense of meaning, enthusiasm, inspiration, pride, and challenge), and absorption (the person's complete focus on their work, which causes time to pass quickly without their awareness) (Schaufeli et al., 2010). (2002). An instrument created by Schaufeli et al. measures work engagement (2002) The three components of this are passion, devotion, and absorption. The association between various workplace resources, such as a prosocially motivated learning environment, work freedom, skill diversity, job control, task identity, and supervisor support, and work engagement has been the subject of prior research (Schaufeli & Salanova, 2011); (Schaufeli et al., 2009). The following are the hypotheses put out in this study, which are supported by theory and prior research:

Hypothesis 1: It is suspected that prosocial motivation has a positive effect on work engagement.

Prosocial Motivation affects Thriving at Work

Aspects of self-regulation produced by prosocial motivation (Grant & Sumanth, 2009). Also, several professionals have noted that people with strong prosocial drive often demonstrate greater compassion and giving to elicit more uplifting sentiments (Carmeli et al., 2014). According to Spreitzer et al. (2005), flourishing at work is a desired and favorable psychological state in which workers feel alive and constantly learning new things. Employees that are flourishing believe that their present experiences and activities at work are naturally motivating and encourage self-improvement. A measure of eudaimonic well-being at work is thriving at work, which may be shown by vitality and learning that allows people to accomplish important work objectives and self-development (Basinska & Rozkwitalska, 2022). Moreover, prosocial motivation is seen to be a contagious phenomena (Hu & Liden, 2015), in which one employee's act of kindness inspires others to follow suit. Hence, prosocial motivation fosters thriving by having a catalytic impact that provides a secure environment where workers can be counted on to be motivated and learning-focused (Tella et al., 2007). As prosocial motivation has been shown to promote subjective vitality (Nix et al., 1999), prosocial personnel are motivated to assist others with enthusiasm. The following are the hypotheses put out in this study, which are supported by theory and prior research:

Hypothesis 2: It is suspected that prosocial motivation has a positive effect on thriving at work.

Thriving at work affects Work Engagement

The area of organizational behavior has become increasingly interested in work engagement, and productive organizational scholarship (Macey et al., 2009). It is said to as a productive frame of mind that is associated with work and is highlighted by enthusiasm, devotion, and immersion (Llorens et al., 2006). Being active, resilient, and persistent in the face of challenges at work are characteristics of vigor. The ability to overcome obstacles in work with pride, enthusiasm, and dedication. "Being satisfied and focused on work to such a degree that the employee finds it difficult to disconnect from work" is what the term "absorption" refers to. According to Geldenhuys et al. (2014), the three elements of job engagement—vigor, devotion, and absorption—represent physical, emotional, and cognitive dimensions. Theoretically, flourishing and job engagement are equivalent (Bakker et al., 2008). Since both notions emphasize the need of strength (sometimes referred to as vitality or vigor, if applicable) in working life (Spreitzer et al., 2010). Alternatively, the two ideas are distinct because of how they use and create resources. According to Kahn (1990), thriving measures how much people believe their job contributes to their personal progress, which relies on resource production. Work engagement measures how engaged workers are in using their own resources at work. According to Phipps et al. (2004), mental and bodily feelings that inspire one to live vigorously and purposefully serve as a description of vitality. It entails moving on in life with zeal, fortitude, vigor, passion, and energy. Vital individuals endure and strive passionately to attain their objectives; they do not do it half-

heartedly. The following are the hypotheses put out in this study, which are supported by theory and prior research :

Hypothesis 3: It is suspected that thriving at work has a positive effect on work engagement.

Thriving at work mediates between Prosocial motivation on Work Engagement

According to the Job Demands and Resources (JD-R) model, it is feasible to maintain employee engagement by creating a knowledge- and learning-centered environment (Demerouti et al., 2016). (2001). When they take on hard jobs, thriving workers feel motivated (Carver, 1998). As a result, these workers make use of a big reservoir of endurance-based resources to securely foresee outcomes as well as to prevent worry, tension, and pressure brought on by demanding circumstances (Hakanen et al., 2008). In a social setting that values collaboration and information exchange, prosocial action is anticipated to result in positive sentiments (Schaufeli, 2012). Information exchange allows for employee learning since it cannot take place in a vacuum (Spreitzer et al., 2005).

We have assumed that thriving mediates the association between prosocial drive and job engagement based on the hypothetical model. Those who are prosocially motivated may also provide their colleagues with cognitive (learning) and emotive (vitality) resources that may be of use to them (Hobfoll, 2002). Those that are flourishing put out more effort and devote more time to their job (Vigoda-Gadot et al., 2013). The following are the hypotheses put out in this study, which are supported by theory and prior research :

Hypothesis 4: It is suspected that the positive effect of thriving at work mediates between prosocial motivation and work engagement.

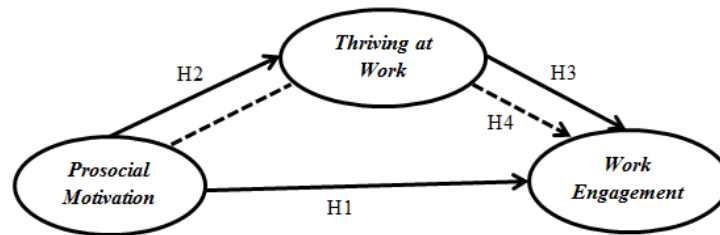


Figure 1. Theoretical Framework

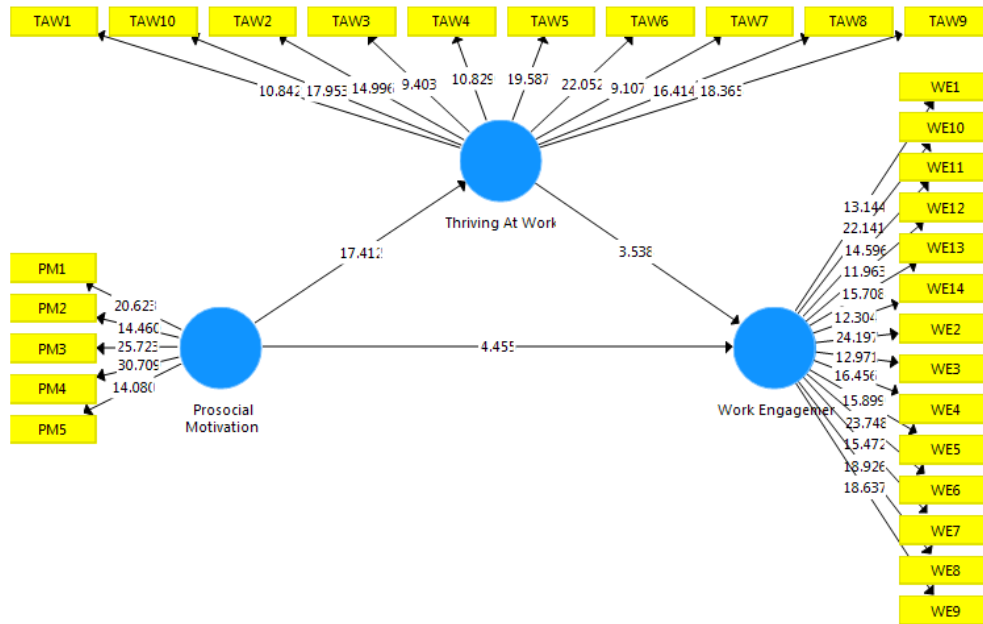
2. Method

This study used quantitative methodology. All 575 nurses working at RSUD RAA Soewondo Pati were the population in this study. This study focused on female nurses at RSUD RAA Soewondo Pati. For data collection technique, we used purposive sampling technique, with sample criteria of female nurses at RSUD RAA Soewondo Pati. The questionnaire was distributed online using Google forms. We also ensured the anonymity of the respondents' identity and voluntary participation by guaranteeing never to disclose their information. In the

end, 106 respondents were fully completed and for data processing using structural equation modeling (SEM) with the help of Smart-PLS 3.3.9 software. For sample size exceeding the minimum sample size Ghozali & Latan, (2015) claims that PLS-SEM requires only a small sample size, with a recommended range of 30 to 100 instances. Roscoe recommends the following general guidelines for selecting sample size in (Sekaran & Bougie, 2016). For most investigations, a sample size of more than 30 and less than 500 is suitable. There should be a minimum of 30 people in each sample category if it is to be divided into subsamples (e.g., male/female, junior/senior, etc.). The self-regulation indicator created by Grant and Sumanth (2009), which consists of five questions, was utilized in this research to evaluate prosocial motivation. The flourishing dimension is a ten-item scale created by Porath et al. (2012) that assesses happiness at work (i.e. learning and vitality). An instrument created by Schaufeli et al. measures work engagement (2002) It has three things for absorption, five pieces for devotion, and six items for spirit.

3. Results

In order to be able to offer specific confirmation of the issues in the field, this exam is designed to describe the instruments utilized in the study variables. This test employs Smart PLS with validity and reliability checks, and it generates the following outer model :



Source: PLS output, 2023

Figure 2. Boostraping test

Validity Testing

After doing the analysis, it was discovered that some test items at the beginning did not comply with the specifications, necessitating the necessity for an outlier question on the variable .

Table 1. Outer Loading Results

	Prosocial Motivation	Thriving At Work	Work Engagement
PM1	0,815		
PM2	0,809		
PM3	0,879		
PM4	0,875		
PM5	0,814		
TAW1		0,766	
TAW10		0,809	
TAW2		0,778	
TAW3		0,715	
TAW4		0,740	
TAW5		0,821	
TAW6		0,832	
TAW7		0,718	
TAW8		0,749	
TAW9		0,803	
WE1			0,735
WE10			0,821
WE11			0,779
WE12			0,726
WE13			0,784
WE14			0,720
WE2			0,844
WE3			0,737
WE4			0,772
WE5			0,793
WE6			0,840
WE7			0,780
WE8			0,844
WE9			0,825

Source: PLS output, 2023

Reliability Testing

The test's findings should be used to determine if each variable's response is dependable or consistent. Cronbach's alpha and composite reliability are used in this test .

Table 2. Reliability Results

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Average Variance Extracted (AVE)
Prosocial Motivation	0,895	0,898	0,922	0,704
Thriving At Work	0,925	0,928	0,937	0,599
Work Engagement	0,952	0,954	0,958	0,619

Source: PLS output, 2023

Hypothesis Testing

In the structural model, the projected value for the path connection must be substantial. Using the bootstrapping process, the significance value for this hypothesis may be determined. By examining the parameter coefficient value and the significance value of the T-statistic in the bootstrapping algorithm report, one may determine the relevance of the proposed theory. If the p-value satisfaction is less than 0.05 and the t-statistic value is more than the threshold value of 1.96, hypothesis testing may be approved (Hair et al., 2018).

Table 3. Direct Effect Results

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Prosocial Motivation -> Thriving At Work	0,833	0,834	0,048	17,412	0,000
Prosocial Motivation -> Work Engagement	0,531	0,513	0,119	4,455	0,000
Thriving At Work -> Work Engagement	0,422	0,440	0,119	3,538	0,000

Source: PLS output, 2023

Table 4. Results of Indirect Effect

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Prosocial Motivation -> Thriving At Work -> Work Engagement	0,351	0,369	0,108	3,249	0,001

Source: PLS output, 2023

4. Discussion

Prosocial Motivation affects Work Engagement

According to the study's hypothesis test, the T-Statistic result is 4.455, with a P-Value of 0.000. The original sample value exhibits a positive value, the T-statistic value exceeds the T-table value of 1.96, and the P-Values value exhibits less than 0.05. The first hypothesis, that prosocial motivation has a large direct impact on the job engagement of female nurses at RSUD RAA Soewondo Pati, may be inferred from these findings as being accepted. It is crucial to remember that work resources encourage job engagement, which helps workers meet their goals and objectives (Bakker et al., 2007). Work engagement is a favorable and contented mental state associated with one's work that is characterized by passion (a high level of energy while working), dedication (a sense of meaning, enthusiasm, inspiration, pride, and challenge), and absorption (the person's complete focus on their work, which causes the time to pass quickly without being noticed) (Schaufeli et al., 2010). (2002).

This is evidenced by research conducted by (Abid et al., 2018) and (Shin & Hur, 2021) that prosocial motivation affects work engagement.

Prosocial Motivation affects Thriving at Work

According to the study's hypothesis test, the T-Statistic result is 17.412 from a P-Value of 0.000. The original sample value exhibits a positive value, the T-statistic value exceeds the T-table value of 1.96, and the P-Values value exhibits less than 0.05. These findings support the second hypothesis, according to which prosocial drive has a strong direct impact on female nurses' ability to thrive at work at RSUD RAA Soewondo Pati. Aspects of self-regulation produced by prosocial motivation (Grant & Sumanth, 2009). According to Spreitzer et al. (2005), flourishing at work is a desired and favorable psychological state in which workers feel alive and constantly learning new things. Employees that are flourishing believe that their present experiences and activities at work are naturally motivating and encourage self-improvement. A measure of eudaimonic well-being at work is the ability to thrive at work, which may be shown by the energy and learning that empowers people to accomplish important work objectives and self-development. In 2022, Basinska and Rozkwitalska.

This is evidenced by research conducted by (Abid et al., 2018) and (Nawaz et al., 2020) that prosocial motivation affects thriving at work.

Thriving At Work affects Work Engagement

According to the study's hypothesis test, the T-Statistic result is 3.538, with a P-Value of 0.000. The original sample value exhibits a positive value, the T-statistic value exceeds the T-table value of 1.96, and the P-Values value exhibits less than 0.05. The third hypothesis, that flourishing at work has a strong direct influence on the job engagement of female nurses at RSUD RAA Soewondo Pati, may be inferred from these findings as being accepted. According to Kahn (1990), thriving measures how much people believe their job contributes to their personal progress, which relies on resource production. Work engagement measures how engaged workers are in using their own resources at work. According to Phipps et al. (2004), mental and bodily feelings that inspire one to live vigorously and purposefully serve as a description of vitality. It entails moving on in life with zeal, fortitude, vigor, passion, and energy.

Vital individuals endure and strive tirelessly to accomplish their objectives; they do not do it half-heartedly.

Research by (Abid et al., 2018) and (Imran et al., 2020) shows that work engagement is impacted by flourishing at work.

Thriving at work mediates between Prosocial motivation and Work Engagement

According to the study's hypothesis test, the T-Statistic result is 3.249, with a P-Value of 0.001. The original sample value exhibits a positive value, the T-statistic value exceeds the T-table value of 1.96, and the P-Values value exhibits less than 0.05. The fourth hypothesis, that flourishing at work has an indirect mediation impact between prosocial motivation and job engagement of female nurses at RSUD RAA Soewondo Pati, may be inferred from these findings as being accepted. When they take on hard jobs, thriving workers feel motivated (Carver, 1998). As a result, these workers make use of a big reservoir of endurance-based resources to securely foresee outcomes as well as to prevent worry, tension, and pressure brought on by demanding circumstances (Hakanen et al., 2008). In social settings that value collaboration and information exchange, prosocial action is anticipated to result in positive sentiments (Schaufeli, 2012). Information exchange allows for employee learning since it cannot take place in a vacuum (Spreitzer et al., 2005).

This is shown by studies carried by by (Abid et al., 2018) flourishing at work serves as a passive intermediary between prosocial drive and job engagement.

Conclusion

Based on the results of the study, the researcher suggests the following conclusions:

- 1) The first hypothesis, that prosocial motivation has a substantial direct influence on female nurses' job engagement at RSUD RAA Soewondo Pati, is accepted.
- 2) The second hypothesis, that prosocial drive has a large direct impact on female nurses' success at work at RSUD RAA Soewondo Pati, is accepted.
- 3) The third hypothesis, that job satisfaction has a substantial direct impact on female nurses' commitment to their jobs at RSUD RAA Soewondo Pati, is accepted.
- 4) The fourth hypothesis is accepted, and it states that prosocial motivation and job engagement among female nurses at RSUD RAA Soewondo Pati are indirectly mediated by flourishing at work.

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