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Organizational culture as a mediator of credible leadership influence on work engagement: empirical studies in private hospitals in East Java, Indonesia

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ABSTRACT. The success of healthcare in hospitals depends on the active involvement of medical and non-medical personnel in providing quality services for patients. Engaged employees will be more proactive, take the initiative to collaborate with others and commit to achieving high quality performance. The study aimed to analyze the influence of leadership credibility and organizational culture on work engagement, by sampling medical and non-medical personnel at two private hospitals in Madiun City, which numbered 255 people. The analysis used the Lisrel program version 8.70 and IBM SPSS version 22. The results of these tests show that: credible leadership has a significant positive effect on organizational culture; 2) organizational culture has a significant positive effect on work engagement; 3) Organizational culture acts as the perfect mediation of credible leadership relationships with work engagement.

Keywords: credible leadership; organizational culture; work engagement

INTRODUCTION

Human resources involved in health services in a hospital are multi-professional, both health workers and non-health workers. In providing treatment services that are effective, efficient, fair, and without compromising the quality of service, hospitals need engaged and productive employees. Engaged employees are more productive, enjoy their work, and are

more efficient and involved in their work (Tims et al., 2011). Due to the coronavirus pandemic, work engagement may experience a decline. This situation may affect the organization's productivity (Ahmed et al., 2020) so that management takes the initiative to keep employees engaged effectively, even though some employees work from home. Organizational support employees feel he affects work engagement and organizational engagement (Saks, 2006). Therefore, leaders want to build a culture of engagement by allocating considerable time and effort to achieve the desired level of engagement (Al Shehri et al., 2017). The coaching and facilitation of employee engagement depend on the organization's knowledge of what drives work engagement. Work engagement is the driving force behind organizational competitiveness and success, where an engaged employee shows a willingness to put extra effort into work and achieve optimal performance (Engelbrecht et al., 2017).

One of the strategies to maintain the work engagement of hospital employees are organizational culture and leadership style. According to Aghajani et al. (2012) organizational culture and leadership style are the two main pillars of any organization that are essential for organizational development. "Leadership is a strategic component that can influence traits and behaviors of organization members" (Arifin et al., 2014). Leaders act as the 'sense-givers' and the 'providers' of culture, who can create the values, beliefs, and conceptions, which they believe are necessary and appropriate for the organization. Leadership qualities are often illustrated as a reflection of organizational success or failure (Kawiana et al., 2020). "Research shows that leadership directly impacts on engagement, particularly through building trust, ensuring support and building psychological safety" (The Australian Psychological Society, 2020). The characteristics of a credible leader, such as honest, forward-looking or visionary, inspiring, and competent over the last two decades, have consistently been chosen as the four most important leadership requirements (Kouzes et al., 2010). When a leader is trustworthy, people are more likely to commit and provide time, energy, intelligence, and support. The

leadership style that encourages employees to work with passion, enthusiasm, and focus is the visionary leadership style rather than transactional (Bass, Bernard, 1999). The ability of leadership to communicate effectively creates a basis for employee engagement (Vizzuso, 2015). Effective leaders positively impact employee retention and engagement, and capable leaders positively impact productivity and performance (Matthews, 2008). The results of the study Hosseini et al. (2019); Gholamzadeh et al. (2014) show a significant positive influence of leadership style (transformational and transactional leadership) on organizational culture. Leadership style directly impacts employee engagement through work culture as mediating (Bija, 2020), while other studies on spiritual leadership values such as integrity, honesty, and simplicity can affect organizational culture (Alimudin et al., 2017). The results of other studies (Yang et al., 2020); shows that ethical leadership affects work engagement at Chi Mei Medical Center and Chi Mei Hospital, Liouying, Taiwan. Work engagement is also positively and significantly influenced by ethical leadership (Wibawa & Takahashi, 2021); *organizational culture, transformational leadership and personal characteristics* (Arifin et al., 2014).

Leaders in organizations are role models who support organizational goals and encourage employee commitment to the organization's goals and vision. Transformational leaders are changing their culture by realigning organizational culture with a new vision (Bass and Avolio, 1993). Management scientists believe that leadership is the key factor for the success of organizations and society and can affect organizational culture. Leaders influence organizational culture by defining a set of values, beliefs, and assumptions about how things should be done (Schein, 2010), and socializing those amongst the group. The leadership skills of managers and supervisors are an important factor in the creation and strengthening of cultural norms (Klein et al., 2013). Leadership style (transformational leadership and transactional leadership) influences significantly positively on organizational culture and indirect influences learning organizations with organizational culture as mediating (Hosseini

et al., 2019). Credible leadership helps companies thrive and grow. Credible leader influences others to engage in the achievement of meaningful, shared goals. The influence of a credible leader is based on a strong foundation of trust and understanding, which encourages individuals to emotionally commit to the goal and to exert the effort needed to achieve it, often at some personal sacrifice. Credible leaders who espouse the desired culture and reinforce or correct the behavior of others (instrumental conditioning) provide normative and social influence which contribute to group conformity. Furthermore, organizational culture has a positively significant impact on employee engagement and employee effectiveness (Soni, 2019).

Another factor that directly affects work engagement is organizational culture. In organizations, organizational culture plays an important role in building employee engagement (Hasan, Astuti, Tri Wulida, 2020); (Kalia & Verma, 2017). Organizational culture and work engagement were investigated based on the assumption that different types of culture have different effects on employee work engagement. An efficient work culture helps employees feel empowered and satisfied with the work environment, thereby making employees feel involved in their work (Kalia & Verma, 2017). The organizational culture of a company can foster employees' work engagement (Krog, 2014). According to (Al Shehri et al., 2017), "When employees feel they are deriving benefits from their employer, they feel a responsibility to return the favors through their work ethic." In a practical context, organizational culture was the main predictor of work engagement (Arifin et al., 2014). Several research results show the effect of organizational culture on employee engagement (Hasan et al., 2020). Maintaining employee engagement can be done by internalizing cultural values (Paramita & Kartika, 2020).

The study examined the indirect influence of credible leadership on work engagement through organizational culture as a mediation by taking the research objects of medical and non-medical personnel at two private hospitals in the rapidly growing city of Madiun are Siti Aisyah Islamic Hospital and St. Clara Hospital. Credible leadership is a leadership behavior

approach that references Kouzes and Posner's theory of the fundamental characteristics of a credible leader: honest, forward-looking or visionary, inspiring, and competent (Hemby, 2017) that is still rarely researched by leadership researchers. Work engagement is selected based on consideration of the results of studies at other hospitals in Indonesia (Puspita, 2020); (Suryaningrum and Silvianita, 2018), a high level of work engagement is needed by hospital organizations in order to provide the best service for patients. Empirical studies on credible leadership and organizational culture need to be conducted to see the impact on increasing work engagement in hospitals in Madiun City. There is also a formulation of this research problem as follows:

- 1) Does credible leadership affect significantly positive organizational culture?
- 2) Does organizational culture affect significantly positive work engagement?
- 3) Does credible leadership affect work engagement with organizational culture as a mediation?

Theoretical Framework

Credible Leadership

The role of the leader of every organization is to influence the spirit, passion in work, security, quality of work, and organizational performance and has a role in encouraging individuals and groups to achieve organizational goals. Credible leadership is the ability of a leader to influence subordinates because they can be trusted. These credible leadership qualities include 1) demonstrated competence in leading the organization through turbulence; 2) honorable intentions in the eyes of his people; 3) commitment to personal and staff learning; 4) a leader who is comfortable dealing with people and cultures different from his own; 5) future-oriented leaders who study the driving forces of the present, looking for possible futures

that the organization may experience; 6) a leader with a personal sense of creativity and innovation, as well as the capability and commitment to providing an organizational environment conducive to creativity and innovation (Quist, 2009).

A credible leader is not a “super” leader, a credible leader and genuinely cares about other people; possesses knowledge and skills, as well as a heart that holds high moral values for people and personal integrity (Quist, 2009). “Leaders embracing the moral person perspective value integrity and are trustworthy, caring, honest and fair” (Engelbrecht et al., 2017). Kouzes and Posner’s theory suggests four basic characteristics of a credible leader: honest, forward-looking or visionary, inspiring, and competent (Hemby, 2017). The four characteristics of a credible leader were consistently mentioned when organizational members were asked about the qualities they most sought and admired in a leader. Eight credible leader behaviors contribute to increased engagement (Matthews, 2008), described as follows.

First, create a culture reflecting values with which employees can identify. Leaders can influence culture in ways that encourage engagement. Effective leadership behavior is the behavior of leaders who show that employees value. Credible leaders must do more than say they value employee contributions. They must take real action and show it.

Second, build trust and show that employees are valuable. Credible leaders are professionally and personally interested in employees. Credible leaders build trust through effective communication. Employees need to believe that their leaders can make the organization successful. To win that trust, a credible leader must demonstrate that the leader has a plan, articulate the plan clearly to employees, and demonstrate that the plan is being implemented effectively. Credible leaders make employees feel like valued partners in the company.

Thirds, implement the organization’s strategy effectively. Credible leaders execute strategic change by first understanding the complexities. Once the strategy is clearly articulated and agreed upon, the credible leader clarifies structures and roles that fit the purpose, locates

people, systems, and processes, establishes capable leadership at all levels, and measures the impact of actual business performance.

Fourth. Communicate strategy to employees. Credible leaders deliver clear, consistent messages that connect every employee to strategy and drive engagement, productivity, and success. Credible leaders develop a comprehensive communication plan to bring employees from awareness and understanding to commitment and performance improvement. Credible leaders deliver messages clearly and engagingly and monitor the effectiveness of messaging and its impact on strategic objectives

Fifth. Put strategy to work. Credible leaders identify employee and workforce issues that hinder strategy implementation. Credible leaders prioritize human resource management strategies and align them with broader strategic objectives. Credible leaders typically use diagnostic tools to build executive team alignment around the organization's greatest strengths and needs. Credible leaders identify top priorities, gain team consensus on top priorities, analyze gaps between the current state of the organization and the benchmark organization's state, and then build a collaborative approach with the workforce to get the job done.

Organizational Culture

Organizational culture can be viewed as knowledge, habits, behaviors, values, and those made by the organization to be obeyed and carried out by all organization members in achieving organizational goals (Hasan et al., 2020). Characteristics of organizational culture refer to Chatab (2007:28) in (Octaviani and Fakhri, 2016) include 1) integrity, namely having dedication in carrying out tasks, honesty in carrying out duties, maintaining honor and good name, and adherence to organizational code of ethics and regulations applicable.; 2) professionalism, which is responsible for carrying out tasks, effectiveness in carrying out tasks, discipline in carrying out tasks, and being oriented towards the future in anticipating

developments, challenges and opportunities; 3) exemplary, namely providing consistent role models, acting fairly, being firm, and having a big heart; 4) respect for human resources, which includes recruiting, developing and retaining quality employees, treating employees based on trust, openness, fairness, and mutual respect, developing an attitude of cooperation and partnership, providing rewards based on individual and group work.

Organizational culture is viewed as an integral part of an organization and a leader's thoughts, feelings, and actions are influenced by it. Leaders can help shape, development, and preservation of the desired organizational culture and by creating a new set of shared values they can influence organizational innovativeness (Al Ariss and Guo, 2016). Previous research results show the influence of leadership styles (transformational and transactional) significantly affects organizational culture (Hosseini et al., 2019; Gholamzadeh et al., 2014). Credible leaders can create a culture of engagement based on trust. Credible leadership is the foundation for demonstrating employee trust and, in turn, inspiring employees for employee trust in leaders (Matthews, 2008). Cultural transformation in the organizational environment can be carried out by formulating and mapping strategic values through five main behaviors as guidelines (Paramita and Kartika, 2020), namely: 1) integrity, characterized by an objective, fair, and consistent behavior; 2) professionalism, characterized by responsible behavior based on competence to achieve the best performance; 2) synergy, a collaboration of internal and external stakeholders in a productive and quality manner; 4) inclusive, open attitude and accepting the diversity of stakeholders as well as expanding public opportunities in the financial industry; 5) visionary, has broad insight and can look ahead and think outside the box.

H1: Credible leadership has a significant positive effect on organizational culture.

Work Engagement

Many people think that work engagement and employee engagement have the same meaning but differentiating factors. The differentiating factor between work engagement and employee engagement is seen from the motivational target. For work engagement, motivation is increased by the company to its employees by establishing a positive work environment, building good communication relationships between fellow employees and others. Employee engagement is work motivation built by the employees themselves; every employee has a high commitment to the goals, vision, and mission, as well as the values of the company (LinovHR, 2021). The strong motivation of every employee is not only to get a high salary but to provide the best performance and results for the company. Despite having differentiating factors, both have a strong involvement. Of course, good work engagement must be balanced with employee management. If the two are mutually sustainable, it will positively impact the company's development.

The definition of engagement is “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli, 2013). Kahn found three psychological conditions associated with engagement or disengagement at work: meaningfulness, safety, and availability (ArunKumar & Renugadevi, 2013). Engaged employees are employees who work with passion towards organizational goals, and an employee who is not engaged is a person who is seen as participating but not with enthusiasm and energy towards organizational goals (Chanandi et al., 2016). Mei et al. (2004) showed that engagement is considered an antecedent of job involvement in individuals who experience deep involvement in their role as self-identification (Sun & Bunchapattanasakda, 2019). Work engagement is not the same as a workaholic because engaged employees still enjoy other things outside of work, while workaholic employees work because of a strong internal drive, but engaged employees feel that work is fun (Zahreni et al., 2021).

Work engagement is a positive and affective state of high energy combined with a high level of dedication and a strong focus on work (Schaufeli & Bakker, 2000). Three characteristics in work engagement (Schaufeli et al., 2006) are 1) Vigor is a strong outpouring of energy and mentality during work, the courage to try hard to complete a job, and persevere in the face of work difficulties as well as the willingness to invest everything, including an effort in a job, and persistence in the face of adversity; 2) Dedication refers to a sense of meaning in one's work, feeling enthusiastic and proud of the work they do, and feeling inspired and challenged by their work role; 3) Absorption, refers that one is completely and happily immersed in one's work and there is difficulty disengaging from it so that time passes quickly and one forgets everything around him. Being fully concentrated and happy when involved in work causes time to feel fast even if an employee is facing problems at work.

Work engagement was measured using the Utrecht Work Engagement Scale (UWES), which was developed by Schaufeli & Bakker (2003) (Schaufeli, 2013). Job involvement is measured using three dimensions that reflect vigor (marked by high mental strength and mental resilience at work, optimal energy, courage to make efforts, desire, and willingness to try hard at work to provide maximum results in work given), dedication (reflects the enthusiasm of employees at work, takes pride in the work they do, and remains inspired by the company without feeling threatened by the challenges they face), and absorption (reflects the condition of employees who feel happy that they are completely immersed in their work), very concentrated, and serious about doing their job).

Research results (Moore, 2020) show a significant impact of work culture on work engagement; work culture also mediates the influence of leadership on work engagement (Bija, 2020). Both partially or simultaneously, work culture and perceived organizational support either partially or simultaneously can increase employee engagement (Nurcholis and Budi, 2019). When the organizational culture matches employees' expectations, employee

engagement will be high, and vice versa. When the culture in the organization does not match employees' expectations, employee engagement will be low. This is reinforced by another finding that the stronger the internalized organizational culture in employees, the higher the work engagement (Zahreni et al., 2021; Paramita & Kartika, 2020). Aspects of organizational culture that emphasize integrity, professionalism, exemplary, and adequate respect for human resources can impact increasing work engagement.

H2: Organizational culture has a significant positive effect on work engagement.

In the study of employee engagement at the Bandung Muhammadiyah Hospital (Suryaningrum and Silvianita, 2018), it was shown that the level of engagement of nursing and medical support staff was in the high category. It was formed due to the following aspects: 1) supportive leadership with the largest contribution variable being welfare at work and; 2) organizational policies with the largest contribution variable being the relationship between team and co-workers. A survey of nearly 30,000 employees in 15 countries on various topics related to organizational effectiveness, including leadership and engagement, shows statistically significant relationships and the practices and behaviors of credible leaders that appear to have the most impact on engagement (Matthews, 2008). The results of another study (Rohayati, 2014) show that credible leadership formed by integrity, authority, and power, capability, and vision positively affects work engagement while work engagement is influenced by organizational culture (Zahreni et al., 2021; Paramita & Kartika, 2020; Soni, 2019).

H3: Organizational culture mediates the effect of credible leadership on work engagement.

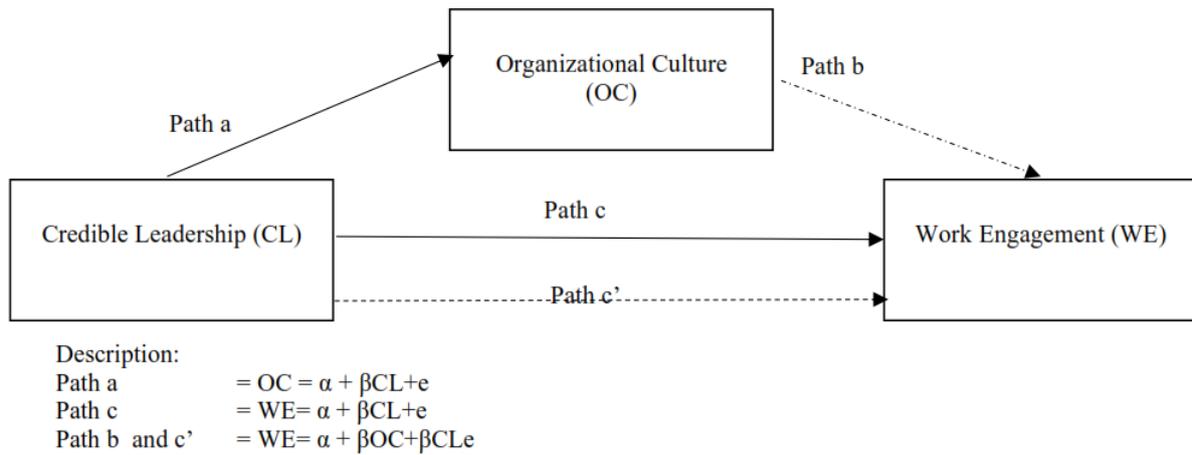


Figure 1. Research model

METHOD

This study used a quantitative approach and was causal research to analyze the direct and indirect effects of credible leadership on work engagement with organizational culture as a mediator. The study was conducted at two private hospitals in the city of Madiun with the same class category, namely Siti Aisyah Islamic Hospital and St. Clara Hospital. The sampling method used is quota sampling. The sampling method used is quota sampling. This sampling technique takes the number of samples as much as the number that has been determined by researchers by paying attention to the number of employees in the hospital that is the object of the study. The sample at St. Aisha Islamic Hospital was set at 185 respondents consisting of 110 medical personnel and 75 non-medical personnel, while St. Clara Hospital was determined as many as 100 respondents consisting of 75 medical personnel and 25 non-medical personnel. The sampling technique used was probability sampling using convenience sampling. Data collection techniques were carried out by surveys using questionnaires. The measurement scale used a Likert scale ranging from strongly disagree, disagree, moderate/neutral, agree, and

strongly agree with the data analysis technique used Lisrel software version 8.70 and IBM SPSS version 22.

RESULTS AND DISCUSSION

Result

Respondents Characteristics

The characteristics of respondents in table 1 include gender and group of employees. The data collection was carried out by distributing questionnaires to medical and non-medical personnel at Siti Aisyah Islamic Hospital as many as 185 questionnaires and 100 questionnaires at St. Clara Hospital according to the number of samples that have been determined. From the questionnaires distributed, questionnaires that could not be processed as many as 30 questionnaires or 10.52% so that in this study used as many as 255 questionnaires or 89.48%.

Table 1. Respondents Characteristics

Category	Number of Respondents	Percentage (%)
Sex		
Male	63	24.71%
Female	192	75.29%
Group of Employees		
Medical	161	63.14%
Non-medical	94	36.86%

Source: author's calculations.

Descriptive Analysis

The descriptive statistical analysis presented in table 2, aims to provide an overview of the average answers to the overall answers of respondents to the measurement statement items of

each variable, namely credible leadership, organizational culture and work engagement medical and non-medical personnel in two burgeoning private hospitals in Madiun City, namely Siti Aisyah Islamic Hospital and St. Clara Hospital.

Table 2. Results of Descriptive Analysis of Variables with Mean Values

No	Variables	Mean	Note
1	Credible Leadership (KK)	3.83	High
2	Organizational Culture (BO)	3.97	High
3	Work Engagement (WE)	4.18	High

Source: author's calculations

Table 2 shows that the average value of credible leadership is 3.83 (High). This means that the practice of credible leadership in the hospital has received a positive response from medical and non-medical personnel. Leaders treat employees with honesty, respect, and good behavior, supervise employees fairly while doing their jobs, and hospital leaders carry out their duties in line with the hospital's vision and mission. Furthermore, leaders also share information openly about plans, decisions, plans, and activities in the hospital so that all employees can be involved and carry out their work as well as possible. The average value of organizational culture is 3.97 (High). This indicates that a culture of honesty in carrying out their respective roles, collaborating with colleagues in fulfilling their duties, respecting each other and acting fairly in carrying out their duties, and hospital management pays attention to and appreciates the contribution of human resources has been internalized in daily work life in the work environment. Work engagement has an average value of 4.18 (very high). This means that as HR in a hospital, there is a very strong sense of involvement in the work they are doing, enthusiastic, feeling inspired, proud, and challenged, which is balanced with high levels of energy and mental toughness at work, as well as the desire to try, employees will have strong resilience in the face of adversity. Overall, it indicates that health and non-health workers are

committed to their work and organization, proud of their work, willing to devote their time and energy, and have passion and high attachment to motivate themselves to contribute more to their role.

Construct Validity Test and Overall Model Fit Test

The method used to test the construct validity is Confirmatory Factor Analysis (CFA) and Lisrel 8.70 software. The test results can be seen in Table 3 below.

Table 3. Construct Validity Test Results

No	Variables	Stage 1		Note	Stage 2		Note
		Indicators of Each Latent Variable	Loading Value Factor		Indicators of Each Latent Variable	Loading Value Factor	
1	Credible Leadership	Honesty and Integrity	0.99	Valid	Honesty and Integrity	0.95	Valid
		Authority and power	0.44	In-valid	Capability (managerial)	0.86	Valid
		Capability (managerial)	0.82	Valid	Visionary	0.7	Valid
		Visionary	0.67	Valid			
2	Organizational Culture	Integrity	0.71	Valid	Integrity	0.71	Valid
		Professionalism	0.74	Valid	Professionalism	0.74	Valid
		Praiseworthy	0.73	Valid	Praiseworthy	0.73	Valid
		Recognition for human resource	0.93	Valid	Recognition for human resource	0.93	Valid
3	Work	Vigor	1.10	Valid	Vigor	1.10	Valid

	Engagement	Dedication	0.62	Valid	Dedication	0.62	Valid
		Absorption	0.78	Valid	Absorption	0.78	Valid

Source: author's calculations

This study indicates that one dimension of credible leadership (authority and power) is not valid, so it is eliminated. For further testing, the dimensions of credible leadership include three dimensions, namely honesty and integrity, capability or capability, or managerial and visionary. The next stage is to analyze the suitability of the data with the Goodness of Fit (GOF) Absolute Fit Measures. The test results can be seen in Table 4.

Table 4. Goodness of fit Absolute Fit Measures

Test	Provison	Value	Note
Chi Square (df= 41)	$\chi^2 > \alpha = 5\%$	168.71	Fulfilled
GFI	≥ 0.90	0.90	Fulfilled
RMR	≤ 0.05	0.02	Fulfilled
RMSEA	≤ 0.08	0.11	Marginal
NFI	≥ 0.90	0.87	Marginal
IFI	≥ 0.90	0.90	Fulfilled
CFI	≥ 0.90	0.90	Fulfilled
GFI	≥ 0.90	0.90	Fulfilled
PNFI	0.60-0.90	0.65	Fulfilled
PGFI	0.60-0.90	0.60	Fulfilled

Source: author's calculations

By looking at the output results of the Goodness of Fit Test (GOF), it can be concluded that the structural model in this study can be declared fit because most of the evaluation results show good fit, only two test (RMSEA and NFI) shows a moderate fit (marginal fit).

Hypothesis Test

The results of path analysis for hypothesis testing can be seen in Figure 2 and **Table 5 below**.

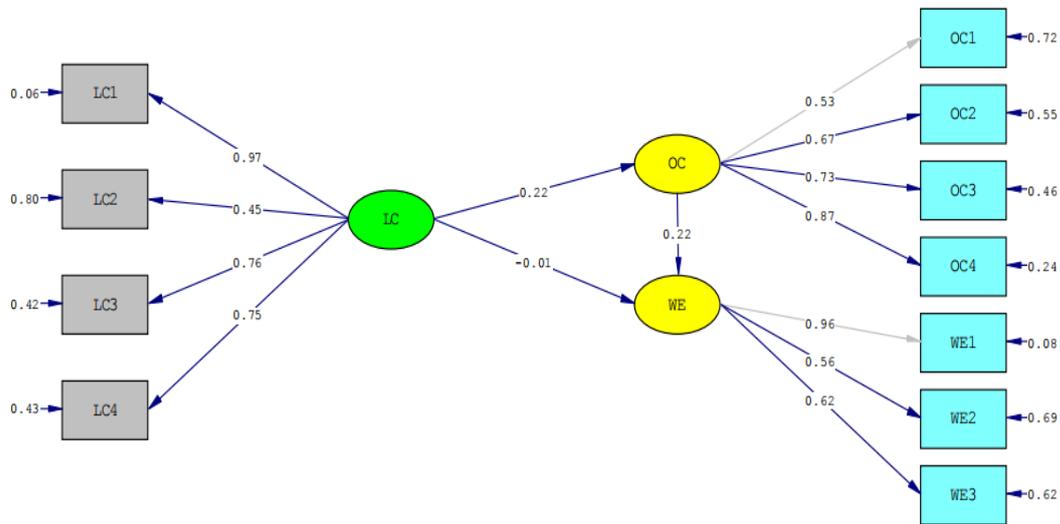


Figure 2. Credible Leadership Direct and Indirect Influence Model on Work Engagement through Organizational Culture as Mediating

Table 5. Output Path Coefficient

Structural Equations	Standardized Solution	t-count	P value	t-table	Note
CL → OC (path a)	0.336	5.670	0.000	1.652	Significant
CL → WE (path c)	0.113	1.816	0.014	1.652	Significant
CL → WE (path c')	0.055	0.843	0.400	1.652	Insignificant
OC → WE (path b)	0.173	2.642	0.009	1.652	Significant

Source: author's calculations

In table 5 the results of the influence testing are shown as follows: 1) path a indicates the partial effect of CL on OC is significantly positive; 2) path b indicates the positive significant

influence of OC on WE; 3) path c indicates the partial effect of LC on WE is significant positive; 4) path c' indicates the effect of CL on WE is insignificant at the time OC is included in the equation. Credible leadership, as measured from honesty and integrity, capability or managerial and visionary has a significant contribution to the level of organizational culture in terms of integrity, professionalism, praiseworthy, and recognition for human resource. T-count indicate this $5.670 > t \text{ table } 1.652$ with p value of 0.000, thus H1 is accepted, namely credible leadership has a significant positive influence on organizational culture. The test results of the effect of organizational culture on work engagement showed significant positive results, with a t-count of $2.642 > t \text{ table } 1.652$ p value of 0.009 thus H2 is accepted, namely organizational culture has a significant positive influence on work engagement.

In the indirect test, credible leadership on work engagement through organizational culture requires credible leadership as a free variable that significantly influences organizational culture as mediating and organizational culture significantly influences work engagement. This refers to the provision of a variable mediator, namely “(a) variations in the levels of the independent variable significantly account for variations in the presumed mediator (i.e., path a), (b) variations in the mediator significantly account for variations in the dependent variable (i.e., path b), and (c) when paths a and b are controlled, a previously significant relation between the independent and dependent variables is no longer significant, with the strongest demonstration of mediation occurring when path c is zero” (Baron & Kenny, 1986). Perfect mediation occurs when the absence of an independent variable effect to a dependent when the mediator variable is included in the equation, but if the effect of the independent variable to the dependent decreases but is not equal to zero by entering the mediator, then partial mediation occurs” (Baron & Kenny, 1986). In table 5 it is shown that the effect of CL on WE before controlled the OC variable as mediation (path c) is significant (t value $1.816 > t \text{ table } 1.653$), but after the mediation variable (OC) is included in the regression equation, the effect of CL

on WE become insignificant (path c') indicated from the t value $0.843 < t \text{ table } 1.653$. This means H3 is accepted that OC fully mediates the relationship between CL and WE or also called perfect mediation.

Discussion

Influence of Credible Leadership on Organizational Culture

Test results show that credible leadership measured from the dimensions of honesty and integrity, capability (managerial) and visionary significantly affects organizational culture. Credible leadership is one of the biggest foundations for building a great organizational culture. A credible leader can be anyone who has influence or authority and a leader set the tone for organizational culture. Credible leaders can reinforce values while simultaneously holding people accountable. Leadership effectiveness can influence and build organizational culture in the workplace. Alimudin et al. (2017) which shows the influence of spiritual leadership on organizational culture states that values that have long been considered as spiritual idealization, such as integrity, honesty, and simplicity are almost always present in effective leadership practices. Integrity and honesty are one of the credible dimensions of leadership.

The results of the study were reinforced by the average value of respondents' responses to high credible leadership style (3.83) followed by the average value of respondents' responses to organizational culture measurements was also high (3.97). The results are in line with research by Hosseini et al. (2019) and Gholamzadeh et al. (2014) which show a significant positive influence of leadership styles seen from transformational leadership styles and transactional leadership styles on organizational culture.

Influence of Organizational Culture on Work Engagement

The test results of the effect of organizational culture on work engagement showed significant positive results. The organizational culture that is consistently applied can strengthen work engagement. Organizational culture connects organizational norms, beliefs, values, and principles with its employees and those assumptions are included in them as a set of standard behaviors and activities (Soni, 2019), one of which is work engagement. Work engagement is a direct result of a strong corporate culture. It refers to how employees feel about their culture and work. The stronger the culture of an organization, the better employees understand what is expected of them and what they are working on. Engaged employees are more likely to remain happy, motivated, and committed to work and company.

This result is also supported by respondents' responses with organizational culture characteristics with a high mean value (3.97) and a very high mean work engagement value (4.18). There are several reasons why the hypothesis in this study is accepted. First, if an organization has a strong culture, it will affect the high level of employee engagement in an organization (Kotrba, 2010). Second, this is also in line with Robbins & Judge (2013), that the stronger the culture, the more it affects the behavior of members. This high level of similarity and intensity can build cohesiveness, loyalty, and commitment to the organization. Aspects of organizational culture that emphasize integrity, professionalism, praiseworthy, and adequate recognition for human resources can impact employee engagement. The results of the analysis are in accordance with previous research studies, which show that work culture positively influences work engagement (Bija, 2020); (Nurcholis and Budi, 2019); organizational culture positively affects significant work engagement (Zahreni et al., 2021);(Paramita and Kartika, 2020); (Pangestu and Wahjuadi, 2019).

Credible Leadership Affect Work Engagement with Organizational Culture as a Mediation

In the indirect test, credible leadership on work engagement through organizational culture requires credible leadership as a free variable that significantly influences organizational culture as mediating and organizational culture significantly influences work engagement. In the indirect test, credible leadership on work engagement through organizational culture requires credible leadership as a free variable that significantly influences organizational culture as mediating and organizational culture significantly influences work engagement. Test results (Table 5) show that the requirements of testing the influence of mediation are credible leadership significantly affects organizational culture and organizational culture significantly affects work engagement. The role of organizational culture in the relationship of credible leadership with work engagement is perfect mediation. The results of the study suggest that credible leadership does not necessarily affect work engagement, but through organizational culture formed and influenced by organizational leaders through credible leadership. But other studies have shown that the practices and behaviors of credible leaders appear to have the most impact on engagement (Matthews, 2008; Rohayati, 2014).

This is shown in the results of testing the influence of credible leadership on work engagement becomes insignificant after controlled organizational culture. These results support previous research (Bija, 2020), which showed that work culture mediates the influence of leadership on work engagement. This indicates that credible leadership directly affects the work engagement of health and non-health workers in the hospital that is the object of research. Credible leaders show integrity, respect employee contributions, and are capable in managerial and visionary roles. Subordinates trust them, and subordinates are more committed and provide time, energy, intelligence, and organizational support through the role of subordinates.

CONCLUSION

Credible leadership measured from the aspect of integrity, capability, or managerial and visionary capabilities can directly improve the organizational culture significantly, so that credible leadership needs to be strengthened and further developed in the organizational environment, so as to encourage the formation of a strong corporate culture as well. Hospital management needs to emphasize and develop credible behavior in every leader in every division in the hospital.

The organizational culture seen from integrity, professionalism, praiseworthy, and recognition for human resources can significantly increase work engagement. Hospital management can help their human resources better internalize the values of a superior culture in hospitals in their respective roles so that attachment to work and organization is getting higher.

The role of organizational culture mediation on a credible leadership relationship with work engagement is perfect mediation. Work engagement is a change in the culture in the organization that is through changes in the way leaders lead the organization, and with credible leadership is an effective leadership practice in achieving competitive advantage in service to consumers.

For the development of further research can conduct studies with similar themes, especially the study of credible leadership, research can be done in other organizations, or further research can conduct studies of other leadership styles such as ethical leadership and spiritual leadership. In this study, only assessing credible leadership and organizational culture about work engagement, further research that wished to research with similar objects was advised to include other factors that could influence work engagement.

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Appendix

Variable Measurement Dimensions and Indicators

Variables	Dimension	Measurement Indicator
Organizational culture	Integrity	1. Honesty 2. Compliance with regulations
	Professionalism	1. Responsibility 2. Effectiveness in carrying out tasks 3. Discipline
	Praiseworthy	1. Fairness 2. Strictness
	Recognition for human resource	1. Human resource development. 2. Treat employees based on trust. 3. Mutual respect. 4. Develop a cooperative attitude 5. Recognition of individual work. 6. Recognition of group work.

Credible Leadership	Integrity	<ol style="list-style-type: none"> 1. Honesty 2. Commitment 3. Responsibility 4. Consistency 5. Positive and open-minded
	Authority and power	<ol style="list-style-type: none"> 1. Use of power 2. Recognition of Authority
	Visioner	<ol style="list-style-type: none"> 1. Visionary in the formation of a vision. 2. Visionary in transforming vision. 3. Visionary in implementing the vision.
	Capability <i>(managerial)</i>	<ol style="list-style-type: none"> 1. Planning and organizing. 2. Problem-solving 3. Explain the role and purpose. 4. Provide information. 5. Monitor. 6. Motivate and inspire. 7. Conducting consultations. 8. Delegate. 9. Support. 10. Develop and guide. 11. Manage conflict and build teams. 12. Build a working network. 13. Giving acknowledgement. 14. Giving awards.
<i>Work Engagement</i>	<i>Vigour</i>	<ol style="list-style-type: none"> 1. Employees have a passion at work. 2. Employees have the desire to try their best when working. 3. Employees persist in their work even in difficult circumstances.
	<i>Dedication</i>	<ol style="list-style-type: none"> 1. Have a sense of responsibility towards work 2. Take pride in the work done. 3. Feel challenged by the things that are at work. 4. Feel useful for others.
	<i>Absorption</i>	<ol style="list-style-type: none"> 1. Employees find it difficult to get away from their jobs. 2. Employees like to be busy with work, so time passes quickly.

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Thank you for submitting the above paper to *Humanities and Social Sciences Communications*.

We have now completed review - this was overseen by an Associate Editor and independent reviewers, whose comments are included below.

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Wed, Jul 27, 2022,
12:32 AM

to me

Dear Dr hermanto,

On 26th Jul 22, the manuscript entitled "Organizational Culture as a Mediator of Credible Leadership Influence on Work Engagement: Empirical Studies in Private Hospitals in East Java, Indonesia" by yustinus hermanto and Veronika Srimulyani was approved by the staff.

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Sincerely,

Editor-in-Chief
Humanities and Social Sciences Communications

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to me

Manuscript Number: HSSCOMMS-06461R1

Title: Organizational Culture as a Mediator of Credible Leadership Influence on Work Engagement: Empirical Studies in Private Hospitals in East Java, Indonesia

Authors: justinus hermanto and Veronika Srimulyani

Dear Dr hermanto,

I am very pleased to inform you that your above-mentioned manuscript has now been accepted for publication in *Humanities & Social Sciences Communications*.

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Yours sincerely,

Gino D'Oca

Senior Editor
Humanities and Social Sciences Communications

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Sun, Aug 14,
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to me, ORGProduction, SNAuthorproofemails

Article Title : Organizational culture as a mediator of credible leadership influence on work engagement: empirical studies in private hospitals in East Java, Indonesia

DOI : 10.1057/s41599-022-01289-z

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Journal

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Yustinus Budi <yustinus.budi@ukdc.ac.id>

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to veronika, me

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