

# Analysis of Employee Engagement as a Mediator of the Relationship between Perceived Organizational Support, Organizational Justice, and Servant Leadership with Organizational Citizenship Behavior

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## Analysis of Employee Engagement as a Mediator of the Relationship between Perceived Organizational Support, Organizational Justice, and Servant Leadership with Organizational Citizenship Behavior

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### Abstract

Behavior that plays an important role in developing the organization is employee engagement (E.E.) because this behavior can have an impact on organizational citizenship behavior (OCB), productivity, and organizational effectiveness. The objectives of this study are; 1) to analyze the influence of perceptions of organizational support (POS), organizational fairness (O.J.), and Servant (S.L.) leadership on E.E.; 2) to analyze the role of E.E. as a mediator of POS, O.J., and S.L. relationships with OCB hospital nurses in Madiun City and Madiun Regency. The objectives of this study are; 1) to analyze the influence of perceptions of organizational support (POS), organizational fairness (O.J.), and Servant (S.L.) leadership on E.E.; 2) to analyze the role of E.E. as a mediator of POS, O.J., and S.L. relationships with OCB hospital nurses in Madiun City and Madiun Regency. The research approach is quantitative research with a survey method through the distribution of questionnaires as a data collection tool. The sample used was 225 nurses. Data analysis using path analysis. The research approach is quantitative research with a survey method through the distribution of questionnaires as a data collection tool. The sample used was 225 nurses. Data analysis using path analysis. The test results showed that: 1) POS, O.J. and S.L. partially had a significant positive impact on E.E.; 2) POS, O.J., S.L., and E.E. partially had a significant positive impact on OCB; 3) E.E. significantly mediates the relationship of POS S.L. with OCB, but E.E. does not mediate the relationship between O.J. and OCB. Based on the results of the study, it can be concluded that POS, O.J., and S.L. play an important role in growing E.E. and OCB. This needs to be considered by the management so that the organization can run effectively in realizing organizational goals.

## Analisis Employee Engagement dalam Memediasi Hubungan Perceived Organizational Support, Organizational Justice, dan Servant Leadership dengan Organizational Citizenship Behavior

### Abstrak

Perilaku yang berperan penting dalam mengembangkan organisasi adalah employee engagement (EE), karena perilaku ini dapat berdampak pada perilaku organizational citizenship (OCB), produktivitas, dan efektivitas organisasi. Tujuan dari penelitian ini adalah; 1) menganalisis pengaruh persepsi dukungan organisasi (POS), keadilan organisasi (O.J.), dan kepemimpinan Servant (S.L.) terhadap E.E.; 2) menganalisis peran E.E. sebagai pemediasi hubungan antara POS, O.J., dan S.L. dengan OCB perawat rumah sakit di Kota Madiun dan Kabupaten Madiun. Pendekatan penelitian adalah penelitian kuantitatif dengan metode survey melalui penyebaran kuisioner sebagai alat pengumpulan data. Sampel yang digunakan sebanyak 225 perawat. Analisis data menggunakan path analysis. Hasil pengujian menunjukkan bahwa: 1) POS, O.J. dan S.L. secara parsial berdampak positif signifikan terhadap E.E.; 2) POS, O.J., S.L., dan E.E. secara parsial berdampak positif signifikan terhadap OCB; 3) E.E. memediasi secara signifikan hubungan POS dan

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*S.L. dengan OCB , tetapi E.E. tidak memediasi hubungan antara O.J. dengan OCB. Berdasarkan hasil penelitian dapat disimpulkan bahwa POS, O.J. dan S.L berperan penting dalam menumbuhkan E.E dan OCB. Hal ini perlu diperhatikan pihak manajemen agar organisasi dapat berjalan efektif dalam mewujudkan tujuan organisasi.*

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## INTRODUCTION

Every organization needs to pay attention to employee engagement (E.E.) because it is closely related to important organizational outcomes such as employee willingness to keep working in the organization, productivity, profit, loyalty, and customer satisfaction. An "engaged employee" feels totality and enthusiasm for the work and takes positive action to advance the organization's reputation. E.E. plays an important role in the growth and development of the organization because high E.E. has an impact on increasing productivity. The increase in E.E. also has an impact on increasing OCB and work productivity. In times of stress (for example, during times of crisis due to the Covid-19 pandemic), E.E. plays an important role in organizational processes, so in times of crisis, organizational management needs to pay attention to the involvement of employees in work and other organizational processes.

E.E. is defined as a condition where employees feel excited about their work and have a strong commitment to the organization. High E.E. causes employees to have the awareness to improve job performance for the benefit and progress of the organization by trying to give the best effort so that job performance increases, which will ultimately affect the productivity of the organization. The scope of E.E. is more than just job satisfaction; but includes engagement, commitment, desire to contribute, and a sense of belonging to work and organization. E.E. is a complex concept and is influenced by many factors, including perceived organizational support (Saks, 2006; Alvi et al., 2014; Dai & Qin, 2016; Utaminingsih & Purnomo, 2017; Djatmiko et al., 2020); Servant Leadership (Hermanto & Srimulyani, 2022); organizational justice (Saks, 2006; Utaminingsih & Purnomo, 2017); perceived organizational support (Saks, 2019); and affective commitment (Albrecht & Marty, 2017).

Every employee must have the same vision for achieving organizational goals in an organization. In terms of work, employees can perform both formally (according to the job description) and non-formal (outside the job description). When an employee is willing to engage in work in a job description, this action is called OCB or extra-role behavior. In other words, H.R. is willing to display extra-role behavior, commonly known as organizational citizenship behavior (OCB). Conceptually, job performance has two broad categories, namely performance in roles (tasks) and extra-role performance (contextual) (Borman & Motowidlo, 1997). E.E. is a behavior that is suggested to every leader of an organization in dealing with work motivation and productivity issues, as well as fostering OCB. Srimulyani & Hermanto's (2020) study showed that employee engagement positively impacts OCB and has a positive impact on job performance (Utaminingsih & Purnomo, 2017). In addition to E.E., OCB can

be grown through the support provided by the organization to employees. One theory that examines how organizations invest in employees through contribution awards and sees potential value in seeing employee-to-organizational relationships as positive reciprocity relationships that must be maintained is perceived organizational support, known as perceived organizational support (POS). The meta-analysis study found a strong positive influence of POS on E.E., organizational commitment (O.C.), job satisfaction (J.S.), and a moderate influence on OCB and turnover intentions (Ahmed et al., 2015).

Other factors that can grow E.E. and OCB are organizational justice. Organizational justice (O.J) has been shown to affect job engagement (Deepa, 2020) positively and is positively related to OCB (Colquitt et al., 2001). The results of the Saks study (2006) showed that employees who had a higher perception of procedural justice were more likely to reply with greater organizational engagement. When workers have a heightened perception of their organization, workers will be more likely to feel obligated to be fair to the organization by performing their role by delivering more of themselves through a greater level of promise. On the other hand, workers will tend to withdraw and break away from their job roles due to a low perception of justice. Some research results show that O.J.'s impact significantly positively the OCB (Assad et al., 2019; Bazgir et al., 2018; Shahzad & Jamal, 2013; Faheem and Mahmud, 2015). This means that for employees who feel O.J. in the workplace, then OCB can increase.

Likewise, Leadership can play an important role in generating E.E. and OCB. Some empirical studies show that leadership styles that are able to grow E.E. and OCB are Servant leadership (S.L.). S.L. relates to several individual outcomes and collective outcomes, such as: focusing on followers, leaders, teams, and organizational climates, as well as focusing on organizations (Canavesi & Minelli, 2021). S.L. is a holistic approach in which leaders act with morality and show great concern for the stakeholders of the organization (Shirin, 2015). S.L. also engages followers emotionally, relationally, and ethically to unleash their full potential of followers and to empower followers to grow to fit their potential (Eva et al., 2018).

Likewise, in hospital organizations, the performance of medical and non-medical personnel can determine the success or failure of a hospital in achieving its goals. In achieving this goal, the Hospital needs human resources (H.R.) who can provide excellent service and are willing to work both in their formal roles and outside the demands of their formal roles. In-role performance refers to the technical aspects of an employee's job; for example, a nurse is required to be able to perform technical tasks such as checking blood pressure, injecting, and installing infusions, while extra-role performance refers to non-technical skills such as the ability to communicate effectively, the level of motivation and enthusiasm on the job, as well as the willingness to help colleagues who have difficulty in doing their work, while extra-role performance refers to non-technical skills such as the ability to communicate effectively, level of motivation and enthusiasm for work, as well as a willingness to help coworkers who have difficulties or problems in their work. Extra-role performance is formed by extra-role behavior or OCB.

In-role performance in a role is the performance of the technical aspects of the employee's work. For example, medical personnel such as a nurse is required to be able to perform technical tasks such as: checking blood pressure, injecting, and installing infusions; while extra-role performance is a nurse's non-technical skills, such as the ability to communicate effectively, self-motivate,, and enthusiasm at work, as well as a willingness to help colleagues who have difficulties in carrying out their work.

In the health care industry, such as in hospitals, OCB has a significant role because it can improve hospital image and performance (Obamiro et al., 2014). In an empirical study at

a hospital in Malang (Calestra, 2019), it was shown that OCB nurses and midwives are influenced by E.E. and organizational culture. In an empirical study at a Regional General Hospital in Banda Aceh (Amri & Putra, 2020), it was found that E.E. in hospital administration staff was positively significantly affected by perceived organizational support (POS). A study on nurses at RSU in Bali (Putu & Yanthi, 2019) showed that organizational justice (O.J.) affects E.E. and OCB and mediates the indirect effect of O.J. on OCB with E.E. as a mediation. On the other hand, POS can also increase the OCB of medical personnel in hospitals; this is evidenced by the results of a study with a sample 21 nurses in an inpatient room of a general hospital in Yogyakarta (Sahrah, 2018), which showed that POS had a significant effect on the OCB of these nurses. In a study of employees, office staff, as well as middle managers of the National University of Khoramabad, it was shown that O.J. has a significant positive effect on OCB, both directly and indirectly, with O.C. as a mediator (Bazgir et al., 2018). Meanwhile, a study of nurses in one of the public hospitals in Makassar City showed that a high perception of organizational fairness had an indirect impact on OCB nurses through trust in managers and O.C. (Sjahrudin & Sudiro, 2013). In another study, other factors can increase OCB in employees to achieve organizational goals and visions, namely the Servant Leadership (S.L.) style (Al Faruqi, 2020). The results of research on frontline employees in the hospitality industry (Istiqomah & Riani, 2021) show that transformational Leadership (T.L.) affects indirectly OCB through affective commitment (A.C.) and work engagement (W.E.) as a mediator.

This study combines several variables that have been studied in various types of organizations and have been studied in several hospitals by taking the object of research on nurses at two privately owned public hospitals in Madiun City that are growing and improving the quality of health services, namely Siti Aisyah Islamic Hospital and St. Clara Hospital; and one public Hospital in Madiun Regency that is currently also growing and developing, namely Caruban Regional General Hospital. Some of the factors that need to get the attention of hospital management today are how to grow E.E. and OCB from employees owned, especially employees who provide health services directly to patients, such as nurses. The object of the Hospital was chosen with the aim that the results of this empirical study can be used as input from hospital management in improving the performance of hospital services to further increase hospital patient satisfaction. Some of the factors that need to get the attention of hospital management today are how to grow E.E. and OCB from employees owned, especially employees who provide health services directly to patients, such as nurses. The rise of OCB can improve 23 organizational performance, organizational function, and employment (Ariani, 2013). The results of the study are expected to be used as a study for the three hospitals in improving the management of Hospital human resources to contribute optimally to improving the image of the Hospital and the performance of the Hospital. This study was conducted to examine the OCB of the nurses at the three hospitals by analyzing the influence of the factors that have been studied in previous studies, including POS (Amri & Putra, 2020); (Saks, 2006); O.J. (Saks, 2006; Faheem and Mahmud, 2015); S.L. (Simamora et al., 2019; Carter & Baghurst, 2014).

## 10 Hypothesis Development

### Organizational Citizenship Behavior (OCB)

OCB in this study is defined as voluntary behavior and totality in the workplace shown by an individual towards the organization where he works. OCB is behavior outside the role (job description) that has been determined by the company, arises due to prosocial attitudes, and on the basis of personal willingness from 30 employees. OCB can be said to be the behavior of choice and initiative of an employee, not related to the formal reward system of the

organization, but in the aggregate, the behavior can increase the effectiveness of the organization (Podsakoff et al., 2000). Employees who have a high OCB will do something useful to the organization voluntarily, including that work is not their responsibility. The OCB dimension of Organ et al. (2006) is widely accepted, popular, and widely studied in the empirical research literature as follows: 1) altruism, namely employee voluntary behavior in helping coworkers who have difficulty both regarding tasks in the organization and other people's personal problems ; 2) conscientiousness, namely voluntary efforts to improve the working methods and abilities of employees creatively and innovatively so that organizational performance increases and tries to exceed what the organization expects; 3) sportsmanship, that is, the level of tolerance of employees to non-ideal conditions in the organization without complaints; 4) civil virtue behavior; the behavior of employees who are responsible for the life of the organization, by being actively involved in the organization, and taking care of the survival of the organization in which he works 5) courtesy, namely the behavior of maintaining good relations with coworkers to avoid interpersonal problems, such as respecting, and paying attention to coworkers.

### **Employee Engagement (E.E.)**

E.E. is defined as "the cognitive, emotional, and behavioral state of an individual employee directed at the organization's desired outcomes." E.E. has its basis in Social Exchange Theory (SET) (Saks & Gruman, 2011). Employees who are included in the engaged category do their work with enthusiasm and dedication and enjoy the process of fulfilling their responsibilities (Shuck & Wollard, 2010). E.E. is the behavior of employees in improving themselves emotionally and towards work, organizations, colleagues, and superiors that affect their work (Marciano, 2010). This means that target E.E. includes jobs, companies, managers, and coworkers. E.E. is the positive attitude of employees, such as commitment, involvement, and attachment of employees to cultural values and the achievement of organizational success (Hewitt, 2008). E.E. is more than just a commitment to the organization and shows the involvement of employees in their work. Briefly, Schaufeli (2013) explains the dimensions of E.E., namely: 1) strength (physical element), that is, the outpouring of energy and a strong mentality of employees during work, the courage to try their best to complete the work, and the survivability of employees in the face of work difficulties, the willingness to invest all efforts in work, and the survivability of employees in the face of difficulties; 2) dedication (emotional element), that is, a very strong feeling to be involved in a job and experience meaningfulness in work, a sense of enthusiasm, a sense of pride, being inspired, and challenged; 3) absorption (cognitive element), the attitude is always full of concentration and seriousness of employees when working so that time seems to pass so fast and find it difficult to separate themselves from work.

### **Servant Leadership (S.L.)**

S.L. can be said to be a leadership style that focuses on developing employee potential in an effort to achieve the effectiveness of employee tasks, develop community, increase self-motivation, and develop employee leadership abilities (Eva et al., 2019). S.L., in this study, is defined as a leader who prioritizes the needs of his members, is responsible for motivating and developing his members' abilities, maintaining harmonious relationships between people, providing benefits to the surrounding community (Al Faruqi, 2020). The leader's ability to shift the main focus of Leadership from the organization to the followers is the distinguishing factor between transformational leaders and servant leaders (Mathur and Negi, 2014). S.L. is a serving behavior that arises from an individual's desire to voluntarily help team members grow, be independent, healthy, build trust, and have a spirit of service. S.L. has the following indicators: S.L. indicators are as follows: (1) empowerment and development of

potential capabilities; self-confidence and mental strength, (2) humanity; respect for others, (3) authenticity; expressing oneself according to self-identity; communication honestly; and openly, 4) giving directions; understand that the focus of the leader's behavior is in line with the goals and expectations of the organization, (5) stewardship; obedience, empathy, and healing, willingness to help people with psychological problems, (6) altruism; willingness to help and sacrifice for others (van Dierendonck, 2011). Barbuto & Wheeler (2006) developed 5 dimensions of S.L., namely wisdom (describes the leader's ability to capture environmental phenomena so that they are able to understand the situation, and be able to imply the situation); altruistic calling (represents the strong desire of the leader to make a positive difference in the lives of others, put the interests of others above personal interests, and the leader's willingness to work hard in meeting the needs of subordinates); emotional healing (describes the leader's commitment, and leadership skills to improve, and to restore the spirit of subordinates from trauma or grief); persuasive mapping (describes the leader's skills in mapping problems and conceptualizing the greatest possibilities that occur and encouraging others to do something when the leader articulates opportunities); organizational stewardship (describes the ability of leaders to prepare organizations to contribute positively to the environment through community service and community development programs, and encourage the organizations they lead as one community). Another expert Wong (2003), added three other dimensions of S.L., namely service (depicting the leader's view of service as the core of Leadership by showing service behavior to subordinates); humility (illustrating the leader's humility in placing and appreciating the achievements of others more than his own achievements); and vision (represents the leader's ability to obtain a commitment from all members of the organization to a shared vision by engaging members to determine the future direction of the organization and write a shared vision).

#### **Organizational Justice (O.J.)**

The theoretical basis of the concept of organizational justice (O.J.) is the Theory of Equity. The theory of O.J. originally came from the similarity theory developed by Adams in 1965 (Sjahrudin & Sudiro, 2013). O.J. describes employee perceptions of justice in an organization (Yurnalis & Mangundjaya, 2020). Employees' perceptions of justice in the workplace are referred to as O.J. (Faheem and Mahmud, 2015). There are three dimensions of O.J., namely: distributive justice (D.J.), procedural justice (P.J.), and interactional justice (I.J.). First, DJ is defined as the degree to which an organization's leader can make distributive promotions or financial awards to employees. Second, P.J., i.e., all procedures used when making decisions regarding employees. Third, I.J. is also known as informational justice about organizational decisions and procedures. DJ. is defined as the fairness of the process that leads to results. When individuals feel that they have a voice in the decision-making process seen from characteristics such as consistency, accuracy, ethics, and low bias, then P.J. is enhanced. I.J. is the treatment a person receives as a consequence of a decision made by providing an explanation of the decision and delivering the news openly and with respect (Bazgir et al., 2018).

#### **Perceived Organizational Support (POS)**

POS is defined as an employee's belief that the organization values contributions and cares about the welfare of employees. POS is the thoughts and feelings of an employee regarding the amount of support provided by the organization to employees in carrying out work (Djarmiko et al., 2020). POS reflects the extent to which employees believe the organization they work for values employee contributions and truly cares about employee welfare (Lee & Peccei, 2007). POS is an employee's perception of the level of organizational

support for employees in carrying out their work. Rhoades and Eisenberger assume that POS theory is based on the theory of social exchange (SET), that is, the relationship between employees and organizations (Saks, 2006). According to SET (Blau, 1964), POS is described that if employees consider the organization more supportive of their employees' contributions, then employees will be more emotionally attached to the organization. The form of organizational support determines the formation of POS, so many organizations are currently improving their support for their H.R., both in terms of welfare and aspects related to health and personal life (Amri & Putra, 2020). This means that POS refers to workers' perceptions of the extent to which the organization values workers' contributions and cares about workers' welfare.

#### **Relationship between S.L., POS, O.J., and S.L. to E.E.**

The support of the organization will encourage the occurrence of an important reciprocal norm mechanism, assuming that there is a feeling of employee obligation to provide more efforts for the organization. POS correlates significantly positively with a variety of employee positive outcomes such as O.C., E.E., job performance (J.P.), and reduced withdrawal behavior (Rhoades & Eisenberger, 2002). POS refers to workers' perceptions of the extent to which organizations value workers' contributions and care about the welfare of workers. Organizational support is aimed at making employees feel more 'engaged' with the organization and willing to work as hard as possible to move the organization forward. When workers believe that the organization values contributions and cares about the well-being of members of the organization, it will cause a positive reaction for workers, namely by trying to fulfill their obligations to the organization by becoming more engaged. Workers who perceive that the organization cares about employee well-being are more likely to reciprocate by increasing positive psychological investment in the organization and their work. Support from the organization can help employees achieve satisfaction with work, self-esteem, and affiliation, so this condition can increase E.E. This means, too, that employees who have high POS can become more involved in work and organization as part of the SET reciprocal norm to help organizations achieve their goals (Saks, 2006). This is evidenced by several empirical studies (Sihag, 2021; Ivan et al., 2019; Ram & Prabhakar, 2011; Dai and Qin, 2016), proving that POS can significantly increase E.E. Employees can reciprocate to their organization by showing an increased level of engagement. This idea gives the basis of "give and take" what an employee gets as support from the organization and what he will deliver to the organization as an individual and team member. Employees who feel they have high organizational support become more involved with the tasks assigned and solve them, and take part in achieving the goals of the organization. Therefore, the study formulated a hypothesis:

**Hypothesis-1 (H1):** POS affects significantly positive E.E.

The organizational justice (O.J.) aspect has been shown to positively influence E.E. (Ohiorenoya & Eguavoen, 2019; Ghosh et al., 2014; Shahzad & Jamal, 2013; Saks, 2006); When workers have a high perception of justice in the workplace, they feel a sense of totality in their work and a strong attachment to the organization. In other words, when workers have a high perception of justice in their organization, workers are more likely to feel obliged to be fair in carrying out workers' roles by giving more time and energy through greater engagement levels (Saks, 2006). On the other hand, low perception of O.J. can cause employees to be less engaged and detach from their work roles. Therefore, the study formulated a hypothesis:

**Hypothesis-2 (H2):** O.J. affects significantly positive E.E.



Employee engagement (E.E.) is built in a long process and requires the commitment of the organization's leaders to grow it. An increase in E.E. in some other empirical outcomes can be pursued through certain leadership styles, such as servant Leadership (S.L.). S.L. being humble and focused on followers led to allowing S.L. to stimulate positive relationships with followers (Liden et al., 2014), one of which is increasing E.E. The results of previous studies show that the S.L. improves E.E (Srimulyani & Hermanto, 2020). Referring to the social exchange theory that subordinates who benefit positively from S.L. will reciprocate the benefits they receive so that S.L. that gives a positive effect will be responded to by subordinates in positive forms such as improved performance and other prosocial behaviors (Amir, 2019). Therefore, the study formulated a hypothesis:

**Hypothesis-3 (H3):** S.L. affects significantly positive E.E.

#### **Relationship between POS, O.J., SL, and E.E. to OCB**

POS and OCB are emerging concepts in the world of management that can lead organizations to success. POS as an external variable of employees plays an important role in making employees work at full capacity as members of the organization. In his study, Farh et al. (2007) were able to prove their hypothesis that traditional workers in China moderate the relationship between POS and O.C., performance, and OCB. POS is positively associated with temporal changes in extra-role performance shaped by OCB (Chen et al., 2009). POS has a positive impact on employee performance outside the role and OCB. At the same time, it can reduce negative employee behaviors, such as resignation, anti-productive behavior, negative absenteeism, being late, and absence (Sun, 2019). The results of research (Claudia, 2018) show that employees with positive POS that exist in themselves feel more satisfied with their work, which in turn encourages the creation of high O.C. and results in the emergence of OCB. If employees feel that management is not supportive, then employees tend to see the tasks given as unpleasant and show ineffective work results for the organization (Sahrah, 2018). This means that POS is a predictor of OCB (Sahrah, 2018; Nizar et al., 2014; Piercy et al., 2006). This indicates that one factor that plays an important role in an employee's attitude and behavior, including OCB, is the worker's perception of support from the organization. Therefore, the study formulated a hypothesis:

**Hypothesis-4 (H4):** POS affects significantly positive OCB

The issue of O.J. is the subject of debate among scholars, both regarding the dimensions and conceptual frameworks of O.J.; and about the impact of O.J. on various aspects of the organization, such as OCB, as one example. There was almost consistency in the results of previous studies with respect to the positive impact of overall O.J. justice on OCB. This consistency also applies to the three most studied dimensions of O.J: D.J., P.J., and I.J. The results showed that O.J. significantly affects the OCB positively (Assad et al., 2019; Bazgir et al., 2018; Shahzad & Jamal, 2013; Faheem & Mahmud, 2015). D.J. is conceptualized as fairness related to the outcome of decisions and distribution of resources, both of which are tangible (e.g., paying) or intangible (e.g., praise). D.J. can be fostered when distributed results are considered the application is fair. Employee concerns about P.J. when individuals feel they have a say in the decision-making process or employees feel that the engagement process has characteristics such as consistency, accuracy, ethics, and lack of bias. I.J. is felt by employees when the treatment a person receives as a decision is made reasonably, and there is an explanation for an organizational decision (e.g., about employee promotion). I.J. also refers to the perception of respect and propriety in a person's treatment of information justice with regard to the adequacy of explanations given in terms of timeliness, specificity, and truth

fullness. For employees who feel the fairness of these three aspects (D.J., P.J., and I.J.), then OCB can increase. Therefore, the study formulated a hypothesis:

**Hypothesis-5 (H5):** O.J. affects significantly positive OCB

Referring to the SET, subordinates who receive positive benefits from S.L. will reciprocate the benefits they receive so that subordinates will respond to S.L., which has a positive effect in positive forms such as increased performance and other prosocial behaviors (Amir, 2019). In line with the theory of social exchange, servant leadership directs followers to grow the OCB. The results showed that S.L. had a positive impact on OCB (Hermanto & Srimulyani, 2022; Saleem et al., 2020; Simamora et al., 2019; Carter & Baghurst, 2014; Mathur & Negi, 2014). This means that the practice of S.L. will make the work of employees stay involved and work well and focus on meeting the needs and welfare of employees so that it can affect OCB. The results of the study (Al Faruqi, 2020) showed that S.L. had a direct and indirect effect on OCB of employees with O.C. as a mediator, while Amir (2019) showed that S.L. had a significant positive impact on OCB and POS moderated the impact of S.L. on OCB. Therefore, the study formulated a hypothesis:

**Hypothesis-6 (H6):** S.L. affects significantly positive OCB

Individual involvement in the organization will make individuals feel part of the organization and increasingly focused and committed beyond the parameters set by the organization. With the engaged, the employee will carry out extra-role tasks. OCB in every member of a health organization, including nurses, can pave the way for the organization's success to achieve its vision, so to achieve this success, it must be done gradually, starting by analyzing the factors that influence E.E. then the results or consequences of E.E. itself, one of which is OCB. OCB does not stand alone, but many factors are predicted to encourage the creation of OCB (Kartika & Muchsinati, 2015). Based on various empirical studies (Srimulyani & Hermanto, 2020; Saks, 2019; George and Joseph, 2015; Shahzad and Jamal, 2013), E.E. is a recommended solution for managers in improving employee OCB, including for health organizations such as hospitals. The results showed that E.E. is proactive, stronger, and more consistent in investing personal resources and exhibiting extra-role behavior than others. An "engaged employee" feels total and enthusiastic about work and takes positive action to improve OCB and the organization's reputation. However, in another study (Utami, 2020), E.E. did not significantly affect civic virtue, which is one of the dimensions of OCB, but its effect was through affective commitment. Therefore, the study formulated a hypothesis:

**Hypothesis-7 (H7):** E.E. significantly positive OCB

### **Relationship between S.L., POS, O.J., and S.L. to OCB with Employee Engagement as a Mediator**

Based on the dyadic interaction between workers and their organizations, it can be concluded that a higher POS level allows employees to understand their work better and experience healthier interpersonal interactions in the organization. As a result, employees feel excited to be a member of the organization and have their work self-attachment. In the social

exchange theory (SET), E.E. seems to mediate the reciprocal norms of organizational support in employees (Biswas & Bhatnagar, 2013). This condition can give rise to E.E., which can further have an impact on increasing OCB. This is supported by a previous empirical study (Priskila et al., 2021; Alshaabani et al., 2021), which showed that E.E. mediates the relationship between POS and OCB. Therefore, the study formulated a hypothesis:

**Hypothesis-8a (H8a):** E.E. mediates the relationship between POS with OCB

One of the most influential conceptualities in understanding employee behavior in the workplace is the social exchange theory. Therefore, improving OCB values in employees depends directly or indirectly on the fairness of the organization felt by employees. According to Biswan and Bhatnagar (2013), O.J. will be directly related to the SET, thus causing the emergence of E.E. Engagement is one step of commitment. With increased employee engagement, employees will be enthusiastic about working more and better, so employees will volunteer to do extra work beyond their responsibilities. This is demonstrated by Yanthi & Rahyuda (2019) in their empirical study that E.E. mediates O.J.'s relations with OCB. The study by Zayed et al. (2021) showed that O.J. could create OCB in employees through the affective commitment of their employees. Therefore, the study formulated a hypothesis:

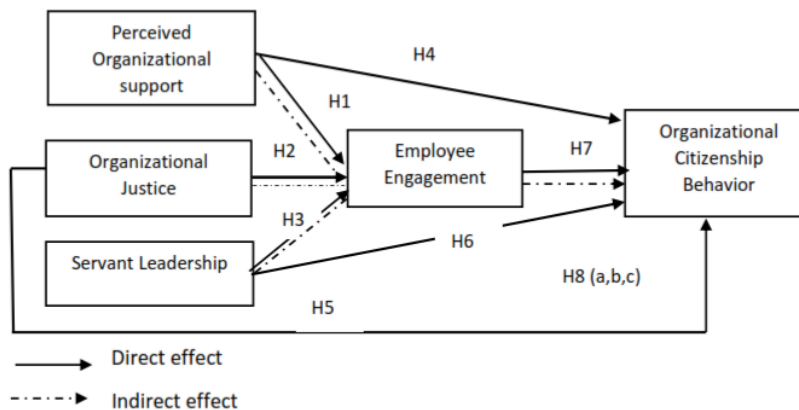
**Hypothesis-8b (H8b):** E.E. mediates the relationship between O.J with OCB

Servant Leadership (S.L.) is a leadership practice based on the premise of serving, not directing. Servant leaders show deep concern for employees. S.L. is a leadership approach that seeks to improve service to others, a holistic approach to working to build togetherness and sharing power in decision making. Consistent with the theory of reciprocal norms, employees will positively reply to S.L. Workers are more likely to develop a high level of engagement when superiors care and seek to meet the personal needs of workers (Page & Wong, 2000). The results of the study by Aboramadan et al. (2022) showed that work engagement plays an important role as a mediator in the relationship between S.L. and OCB. Likewise, the results of the study by Hermanto & Srimulyani (2022) prove the role of E.E. from teachers in mediating the influence of S.L. on OCB. Therefore, the study formulated a hypothesis

**Hypothesis-8c (H8c):** E.E. mediates the relationship between S.L. with OCB.

The hypothetical relationship can be seen in Figure 1.

Figure 1.



Research Model

## METHOD

This type of research is empirical research with quantitative methods. The data source comes from the primary data results of the distribution of questionnaires to nurses with the help of the personnel section of each Hospital. The variables studied included POS, O.J., SL, E.E., and OCB. POS measurements use eight developed indicators (Rhoades & Eisenberger, 2002; Chen et al., 2019); that is, the organization of the workplace is really attentive to the welfare of employees, focuses on goals and values, as well as shows a lot of concern for employees, pays attention to various opinions, helps employees when to require special assistance, there will be assistance from the organization when employees have problems, forgive mistakes made in their field of work, and empower employees. O.J.'s measurements include three dimensions, namely D.J, P.J, and I.J. (Sjahrudin & Sudiro, 2013), which are developed into 20 items of statements. Measurement of servant leadership uses eight dimensions of S.L., including wisdom, organizational stewardship, humility, altruistic calling, vision, service, emotional healing, and persuasive mapping (Barbuto & Wheeler, 2006; Wong, 2003), which was developed into 39 statement items. Measurement of E.E. uses three dimensions, namely vigor, absorption, and dedication (Schaufeli, 2013), which was developed into 14 statement items. OCB measurements refer to (Lepine et al., 2002, and Podsakoff et al., 2000) using the following dimensions: 1) altruism, 2) conscientiousness, 3) courtesy, 4) sportsmanship; and 5) civil virtue, which is developed into 15 items of statement. The measurement scale is a Likert scale.

This study used all nurses at private hospitals of Siti Aisyah Hospital and St. Clara Hospital in Madiun City and all nurses at Caruban Hospital, Madiun Regency, as the population. The technique used in sampling is non-probability sampling by purposive sampling method, which is for nurses who have a working life of at least one year. The target number of samples for each Hospital is 50% of the nursing population, with a working period of more than one year at each Hospital studied.

The research method is a quantitative method by using descriptive statistical analysis statistical testing, mixed with Lisrel program version 8.70 and IBM SPSS Statistics 22. The test was conducted on the test data quality, the goodness of fit test, the partial test influence, and the Sobel test.

## RESULT AND DISCUSSION

From the results of distributing questionnaires, as many as 245 nurses were distributed through HRD from two (2) private hospitals in Madiun City, namely Siti Aisyah Islamic Hospital and St. Clara Hospital, which was carried out before the Covid-19 pandemic entered Indonesia, and one (1) government hospitals in Madiun Regency, namely Caruban Regional General Hospital, whose questionnaire dissemination was carried out at the end of 2021. The response rate to the questionnaire distributed was 91.83%, or 225 respondents (table 1).

**Table 1.** Response Rate of Respondents

Hospital Name	Number of Questionnaires distributed	Number of Returned Questionnaires	Percentage (%)
Siti Aisyah Islamic Hospital	100	91	91.00
St. Clara Hospital	60	52	86.66
Caribbean Regional General	85	82	96.47

Hospital Amount	245	225	91.83
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Demographics of study respondents, which include gender, education level, and years of work, can be seen in Table 2.

**Table 2.** Demographics of Study Respondents

Description	Amount (Person)	Percentage (%)
<b>Gender</b>		
Man	128	56.89
Woman	97	43.11
Amount	225	100.00
<b>Level of education</b>		
Vocational High School	14	6.22
Diploma	142	63.11
Strata 1 (S1)	69	30.67
Amount	225	100.00
<b>Working Time</b>		
	<b>Amount (Person)</b>	<b>Percentage (%)</b>
>1-5 years old	85	37.78
>5-10 years old	70	31.11
>10-15 years old	24	10.67
>15-20 years old	35	15.55
>21 years old	11	4.89
Amount	225	100.00

Source: author's calculations

Table 2 shows that 56.89% of respondents are men and 43.11% are women, and most respondents had a Diploma education level (63.11%), with the most years of service (30.67%). The working period of nurses who became respondents was quite varied, with the majority of working periods in the range of >1-5 years as much as 37.78% and the span of 6-10 years as much as 31.11%. The average value of respondents' responses to the measurement of S.L. practices was 3.86, meaning that nurses rated S.L. in the Hospital where they worked high, followed by the average value of the OCB of the high nurses (3.84). The following order is E.E., with a high average score (3.63). Similarly, the POS had a high average score (3.59), followed by a high O.J. assessment of the nurses (3.53).

The next result of the analysis is the data suitability analysis or the Analysis of Goodness of Fit (GOF) Absolute Fit Measures, which is summarized in Table 3.

**Table 3.** Goodness of fit Absolute Fit Measures

Test	Index	Value	Note
GFI	≥.90	.90	Fulfilled
RMSEA	≤ .08	.09	Marginal
NFI	≥.90	.90	Fulfilled
IFI	≥.90	.90	Fulfilled
CFI	≥.90	.90	Fulfilled
PNFI	.60-.90	.75	Fulfilled

PGFI .60-.90 .60 Fulfilled

Source: author's calculations

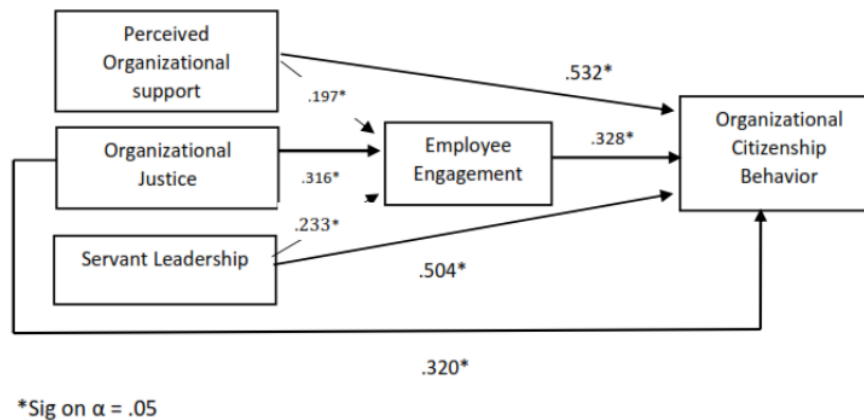
By looking at the output results of the Goodness of Fit Test (GOF), it can be concluded that the structural model in this study can be declared fit because most of the evaluation results show a good fit, and only one test (RMSEA) shows a moderate fit (marginal fit). The results of the path analysis can be seen in table 4 and figure 2.

**Table 4.** Research Hypothesis Test

Path (H Test)	$\beta$	t-value	p value	Result
POS → EE	.197	2.995	.003	H1 accepted
OJ → EE	.316	4.974	.000	H2 accepted
SL → EE	.233	3.576	.000	H3 accepted
POS → OCB	.535	9.445	.000	H4 accepted
O.J. → OCB	.320	5.048	.000	H5 accepted
SL → OCB	.504	8.715	.000	H6 accepted
EE → OCB	.328	5.190	.000	H7 accepted

Source: author's calculations

Looking at the summary of partial test results in table 4, it is known that POS, O.J., and S.L. have a significant positive impact on E.E. From testing the hypothesis, it was found that POS, O.J., SL and E.E. had a significant positive impact on OCB. Partial test results are also shown in figure 2.



**Figure 2.** Final Model (Significant)

E.E. testing as a mediation of POS, O.J., and S.L. relationships with OCB using Sobel test. The results of the test of the role of the variable E.E. as a mediator with the Sobel test are summarized in table 5.

**Table 5. Summary of Mediation Results on POS, O.J., and S.L. relationships with OCB**

Path (H test)	Test statistic:	Std. Error:	p-value:	Result
POS→E.E. → OCB	5.4815	.0314	.000	H8a, accepted
OJ→EE→ OCB	.1372	.0134	.890	H8b, not accepted
SL →E.E. → OCB	4.3758	.0520	.000	H8c, accepted

Source: author's calculations

In table 5, it is shown that: 1) E.E. plays a role in significantly mediating the relationship of POS with OCB (H8a is accepted); 2) E.E. does not mediate O.J. relationship with OCB (H8b is unaccepted); 3) E.E. plays a role in significantly mediating the relationship of S.L. with OCB (H8c is accepted).

### Impact of POS on E.E. and OCB

POS is a common belief that workers have about the magnitude of the organization's appreciation of the contribution of employees and the magnitude of the organization's concern for the level of welfare of workers. Based on the test results (Table 4), it was found that POS has a significant positive impact on E.E. (H1 is accepted). The test results support the statement of Rhoades et al. (2001) that workers who have a higher POS can become more involved with work and organization, as the embodiment of the reciprocal norms of the SET to contribute to the successful achievement of organizational goals. The results of this study support previous research (Ivani et al., 2019; Ram & Prabhakar, 2011; Dai & Qin, 2016), which show a significant positive impact of POS on E.E. The average value of the responses of nurses who became respondents to the POS measurement (3.59) and the E.E. measurement (3.63) was categorized as good (high) so that the organizational support felt by the nurse did not affect the level of nurses' attachment to the organization. This is possible because nurses have a high dedication to their duties and responsibilities and feel that the work pursued today is a noble profession that must be carried out in accordance with the code of ethics of medical services due to the support of the Hospital in meeting social and emotional needs so that in research it is proven that there is a significant positive impact of POS on E.E. This shows that the organization's recognition of the worker's contribution to the organization and the level of worker welfare is important to pay attention to because it can increase employee engagement.

In this study, POS can significantly increase the OCB of nurses (H4 is accepted). POS is the belief held by workers that the organization values workers' contributions and cares about workers' well-being and this belief can assist workers in increasing positive work behaviors (such as increased commitment to an organization, job satisfaction, job performance, OCB) and reducing negative work behaviors (e.g., resign, anti-productive behavior) (Sun, 2019). The results of testing the impact of POS on OCB (table 4) show that POS has a significant positive impact on OCB; this can mean that the POS variable perceived by the nurses affects the OCB shown by the nurses. It can be seen in Table 3 that the average OCB value of the nurses is at a high level (3.77). The results of this test support the theory of organizational support, which states that meeting the socio-emotional needs of employees in organizations generates positive evaluations of employees towards the Leadership and the organization as a whole so that it triggers positive behaviors such as high attendance, a proactive approach in dealing with organizational challenges, expanding support to colleagues. Beyond the formal requirements and, in turn, increase OCB (Turnley et al., 2003). The results of this test support previous empirical studies (Sihag, 2021; Ivan et al., 2019; Ram & Prabhakar, 2011; Dai & Qin, 2016; Farh et al., 2007) which show that OCB is significantly positively impacted by POS.

### **Impact of O.J. on E.E. and OCB**

In table 4, it is shown that O.J. has a significant positive impact on the E.E. of the nurses; this is evident from the statistically significant effect of O.J. on E.E. (H2 supported). These results support the results of previous research (Ohioyenoye & Eguavoen, 2019; Ghosh et al., 2014; Shahzad & Jamal, 2013; Saks, 2006), which found that O.J. had a significant positive impact on E.E. That is, when workers feel high justice in the organization in which they work, it is certain that the worker repays that justice in their work role by showing a high engagement attitude such as working with passion, dedication, and fulfilling the responsibilities given. The results indicate that the nurses' E.E. is influenced by the following aspects: 1) D.J., namely the fairness felt by employees regarding the distribution of rewards; 2) P.J., which focuses on making and implementing decisions based on a fair process; 3) I.J., that is, subordinates are treated with dignity and respect by the leader, the leader also provides information in a timely manner, and is always open and honest in relation to subordinates. These findings show that increasing nurse engagement requires fair treatment from superiors and hospitals. This O.J. includes the distribution of results, impartial decision-making, and explaining every decision made by the hospital management. This will have a positive impact on the nurse; that is, the positive energy and mental endurance in the nurse appear while working so that the nurse will be willing to make great efforts in completing their work. In addition, nurses will feel enthusiastic and proud of their work; nurses will concentrate and be serious in the work they are doing and enjoy work so that time passes so quickly.

Hypothesis testing results show that O.J. has a significant positive impact on OCB (H5 is accepted). Other evidence supporting the results of the path analysis is the average value of high organizational justice (3.53), and the average value of OCB is also high (3.84). The results of this study support previous empirical studies (Assad et al., 2019; Bazgir et al., 2018; Shahzad & Jamal, 2013; Faheem & Mahmud, 2015), which show a significant positive impact of O.J. on E.E. This suggests that when workers have a high perception of fairness in their organizations, workers are more likely to feel obligated to also retaliate in a way that is more likely to perform their roles and responsibilities with a greater degree of involvement. Treating nurses fairly in the distribution of results, making impartial decisions, and providing explanations in every decision taken, then nurses will form positive energy so that nurses seek to dedicate themselves to the Hospital physically, cognitively, and emotionally, and are enthusiastic about working more so that nurse involvement can be increased.

### **Impact of S.L. on E.E. and OCB**

Based on the results of hypothesis testing, it was found that S.L. had a significant positive impact on E.E. (H3 is accepted). The results of this test are in line with some empirical tests (Srimulyani & Hermanto, 2020; Carter & Baghurs, 2014) that showed a significant positive impact of S.L. on OCB. Engagement is built through a long process, and requires the commitment of organizational leaders to develop it. The improvement of E.E. in some other empirical outcomes can be pursued through certain leadership approaches, e.g. S.L. A Servant leader puts the members of the organization as the top priority and treats subordinates as colleagues so that both parties can engage with each other and have a close relationship. This is what will be the driving force of the emergence of E.E. In this study, S.L. showed a significant positive impact on E.E., so the practice of S.L. in hospital organizations is increasingly needed because, in addition to improving E.E. is also predicted to affect other positive behaviors, such as employee commitment to the organization (Paul et al., 2016) and subordinate task performance (Saleem et al., 2020).



The test results showed that S.L. had a significant positive impact on the OCB of the nurses (H6 is accepted). S.L. is an integrated leadership concept by integrating four leadership roles that are important for the success of leaders in an organization, namely: Leadership oriented to character development seen from the aspect of wisdom and humility; oriented to tasks seen from the aspects of organizational stewardship, persuasive mapping, and vision; relationship-oriented Leadership seen from the aspects of altruistic caring and emotional healing; Process-oriented Leadership seen from the service aspect. The results of this study correspond to several previous studies (Saleem et al., 2020; Simamora et al., 2019; Carter and Baghurst, 2014; Mathur and Negi, 2014), which concluded that S.L. is a significant triggering factor for the emergence of OCB behavior. Nurse response to high S.L. hospital leadership practices (3.86); This means that nurses assess that Leadership in hospitals meets the dimension of S.L. so that leaders prioritize the needs of employees, are responsible for motivating and developing employee abilities, and maintain harmonious relationships between communities, and providing benefits to the surrounding community. The SL practice can grow OCB from nurses. This also means that the behavior of leaders who reflect servant leaders significantly affects OCB in employees because employees tend to imitate what the leader does. A servant leader performs actions that serve willingly, such as helping and contributing to his subordinates in the form of teaching, love, experience, or advice.

#### **Impact of E.E. on OCB**

The impact of E.E. on OCB is positive and significant (H7 is accepted). These results indicate that the more engaged nurses in the Hospital are, the more nurses are willing to take extra-role (OCB). Another evidence seen from the average value of nurse responses to employee engagement measurements is high (3.63), and the average value of OCB is also high (3.84). Individuals with higher engagement rates are more likely to demonstrate OCB in the way expected to achieve and maintain organizational effectiveness. The results of the study support (Srimulyani & Hermanto, 2020; Saks, 2019; George & Joseph, 2015; Shahzad & Jamal, 2013) which found that E.E. had a significant positive impact on OCB, this also meant that OCB was a consequence of E.E. Rasa engaged is a feeling that includes an attachment, sense of belonging (sense of belonging), commitment, loyalty, engagement, or desire to contribute both to work and to the organization, voluntarily without coercion. Thus, higher employee engagement can have an impact on increasing OCB because employees with high employee engagement have a high emotional commitment to work and the organization, so employees are willing to give feedback to the organization by being willing to work extra-role. This means that nurses with high OCB exhibit behaviors that go beyond the call of duty, participate voluntarily in tasks that are not their own, provide innovative ideas to improve operations, and are willing to help coworkers and superiors who need assistance with their work-related tasks.

#### **The role of employee engagement mediation in the effect of POS, O.J., and S.L. on OCB**

The results of the Sobel test on the role of E.E. mediation on the influence of POS on OCB show a value of  $t = 5.4815 > 2.000$  with a p-value of  $.000 < .05$ , then H8a is acceptable, which means that E.E. mediates the influence of POS on OCB. This shows that E.E. is able to mediate the impact of POS on OCB. It can be concluded that if employees have a high pos level, then employees will provide positive reciprocity by engaging in work and organization so as to encourage high OCB in employees. There are results of previous research studies that are in accordance with the results of this study (Priscilla et al., 2021; Alshaabani et al., 2021), which proves employee engagement mediates POS' influence on OCB.

The results of the E.E. mediation role test on the effect of O.J. on OCB proved that the t value of the Sobel test = .1372 <2.00 with a p-value of .890>.05, meaning that E.E. did not mediate the influence of O.J. on OCB (H8b not accepted). Hasil pengujian hipotesis ini tidak konsisten dengan penelitian sebelumnya (Yanthi & Rahyuda, 2019), yang menunjukkan bahwa E.E. memediasi hubungan O.J. dengan OCB. The results of this study were only able to show that O.J. consists of D.J., P.J., and I.J., which has a direct impact on OCB. When organizations treat workers fairly, workers will feel this positively, thus encouraging workers to be willing to do something outside of the worker's primary role to help create organizational effectiveness.

The results of the Sobel test on the role of E.E. mediation on the impact of POS on OCB show a value of  $t = 4.3758 > 2.000$  with a p-value of  $.000 < .05$ , then H8c is acceptable, which means that E.E. mediates the impact of S.L. on OCB. The results of this study support the study of Aboramadan et al. (2022); Hermanto & Srimulyani (2022), who proves that E.E. mediates the influence of S.L. on OCB. This shows that S.L. has a significant positive impact on E.E. Consistent with the theoretical foundations of reciprocal norms, employees positively reciprocate positive behaviors from S.L. practice. Thus, the S.L. style is beneficial in increasing E.E., and as a consequence, workers show an increase in OCB.

### CONCLUSION AND RECOMMENDATION

From the results of testing and analysis, it was concluded that: 1) POS, S.L., and O.J. partially had a significant positive impact on E.E.; 2) These results also show that POS, S.L., O.J., and E.E. have a significant positive impact on OCB; 3) These results also show that E.E. mediates the influence of POS and S.L. on OCB, whereas E.E. does not mediate the influence of O.J. on OCB.

From the results of testing and analysis, it is shown that both E.E. and OCB can be grown through 1) organizational support provided to employees; 2) workplace justice practices that include D.J., P.J., and I.J.; 3) S.L. practice at various levels in the organization. E.E. itself in turn, can also improve OCB and act as a mediation of POS and S.L. relationships with OCB.

This study shows that E.E. can be understood in terms of SET. That is, employees who feel a higher POS tend to retaliate with a greater level of involvement in their work and in the organization. Workers who have a higher perception of organizational fairness are more likely to retaliate with higher work engagement. Workers involved are also more likely to have a quality relationship with the employer, which causes workers to behave, intend, and behave more positively, such as having a higher OCB than workers having lower engagement. Consistent with the theory of reciprocal norms, workers will positively reply to the behavior of the waiter leadership with increased E.E. OCB can be developed positively by improving POS, O.J., S.L., and E.E. in the organizational environment. Organizations can apply organizational support theory, improve Servant leadership practices on all organizational fronts and develop employee attachment through improving organizational justice practices. This aims to make employees have respect for work and have a deep concern for the progress of the organization.

This study shows that E.E. is a meaningful construction and worthy of development in future research. For this reason, employee engagement measurements can be separated into two dimensions, namely, work engagement and organizational engagement, or can be measured by three dimensions cognitive, behavioral, and emotional engagement. For further research development, O.J. can be measured by four aspects: D.J., P.J., interpersonal justice, and informational justice. Likewise, employee engagement measurement can be separated

into two dimensions, namely job engagement and organizational engagement, or it can be measured by three dimensions: cognitive, behavior, and emotional engagement. Future research can expand the scope of a wider range of predictors associated with a particular type of E.E. and explore the consequences of E.E. It can be learned from impacts on individual outcomes, such as innovative work behavior and learning agility.

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