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The Effect of Perceived Organizational Support, Organizational Justice, Servant Leadership on Employee Engagement and their Consequences on OCB

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This study aims to analyze the influence of perceived organizational support (POS), organizational justice (OJ), and Servant leadership (SL) on employee engagement (EE) and its Impact on the civic behavior of private hospital nurses (OCB) in Madiun City. The design of this study is a quantitative research using survey methods through the dissemination of questionnaires to 160 nurses and as many as 143 questionnaires that can be used. Data analysis using path analysis, processed with Lisrel 8.70 program. Hypothesis testing results show that: 1) OJ has a significant positive effect on EE while POS and SL do not have a significant effect on EE; 2) POS, SL, and EE have significant positive effects on OCB while OJ do not have significant effects on OCB.

Pengaruh Persepsi Dukungan Organisasional, Keadilan Organisasional, Kepemimpinan Pelayan terhadap Keterikatan Karyawan dan Konsekuensinya terhadap OCB

Abstrak

Penelitian ini bertujuan menganalisis pengaruh perceived organizational support (POS), organizational justice (OJ) dan servant leadership (SL) terhadap employee engagement (EE) dan dampaknya terhadap organizational citizenship behavior (OCB) perawat rumah sakit swasta di Kota Madiun. Desain penelitian ini adalah penelitian kuantitatif dengan menggunakan metode survey melalui penyebaran kuesioner kepada 160 perawat, dan sebanyak 143 kuesioner yang dapat digunakan. Analisis data menggunakan path analysis, diolah dengan program Lisrel 8.70. Hasil pengujian adalah: 1) OJ berpengaruh positif signifikan terhadap EE sedangkan POS dan SL tidak berpengaruh signifikan terhadap EE; 2) POS, SL, dan EE berpengaruh positif signifikan terhadap OCB sedangkan OJ tidak berpengaruh signifikan terhadap OCB.

JEL Classification: C12, M12 (sesuai dengan topik riset penulis)

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INTRODUCTION

Job performance of medical and non-medical personnel at each Hospital (RS) is a factor that can determine the success or failure of a hospital in achieving its vision. In achieving the vision, hospitals need human resources (HR) who can provide excellent service and are willing to contribute beyond the role's demands. In other words, the HR displays extra-role behavior or commonly known as organizational citizenship behavior (OCB). Job performance has two broad categories, namely in-role (task) performance and extra-role (contextual) performance (Borman and Motowidlo, 1997). 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 willingness to help colleagues who have difficulty in doing their jobs. Extra-role performance is formed by extra-role behavior or OCB.

In the health care industry, such as hospitals, OCB has a significant role because it can improve hospital image and performance (Obamiro et al., 2014). In an empirical study at Permata Bunda Malang Hospital (Calestra, 2019) it was shown that OCB nurses and midwives are influenced by employee engagement (EE) and organizational culture while in empirical studies at Regional General Hospital Dr. Zainoel Abidin Banda Aceh (Amri and Putra, 2020) it was found that EE in hospital administration staff was positively significantly affected by perceived organizational support (POS). A study on nurses at RSU in Bali (Putu and Yanthi, 2019) showed that organizational justice (OJ) affects EE and OCB and mediates the indirect effect of OJ on OCB with EE 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 on nurses in the inpatient room of the DK Hospital in Yogyakarta (Sahrah, 2018), which showed that POS significantly affected the OCB of inpatient nurses at the Hospital. In a study of employees and office staff and middle managers of Khoramabad National Universities (Lorestan and Medical Sciences Universities) it was shown that OJ directly and indirectly (through the mediator role of organizational commitment) had a positive and significant influence on OCB (Bazgir et al., 2018). Meanwhile, a study on nurses at Makassar City Hospital showed that high perceptions of organizational justice did not directly and significantly increase nurses' OCB, but when mediated by trust in managers or organizational commitment, nurses' OCB became higher (Sjahrudin and Sudiro, 2013). In another study, there are other factors that can increase OCB in employees to achieve organizational goals and visions, namely the Servant leadership (SL) style (Al Faruqi, 2020). The results of research on frontline employees in the hospitality industry (Istiqomah and Riani, 2021) show that transformational leadership can influence OCB through the mediation effect of affective commitment and work attachment.

This study combines several variables that have been studied in various hospitals that have been outlined by taking the object of special research, namely nurses at two privately owned public hospitals in the city of Madiun, East Java, which are growing and improving in the quality of health services, namely Siti Aisyah Islamic Hospital and St. Clara Hospital. The challenge in improving the service performance of private hospitals is to grow the extra-role behavior of their human resources, especially human resources, which provide health services directly to patients, such as nurses. The extra-role performance or OCB of nurses needs to be considered so that nurses are encouraged to show their best performance to increase hospital performance in health services for hospital patients. OCB can improve organizational, functional, and job performance (Ariani, 2013). The study results are expected to be used as a study for the two hospitals in improving the management of Hospital human resources to contribute optimally in improving the image of the Hospital and the performance of the Hospital. This study was conducted to examine the extra-role behavior or OCB of the nurses at the two hospitals by analyzing the influence of the factors that have been studied in previous studies, including perceived organizational support (POS) (Amri and Putra, 2020); (Saks, 2006); organizational justice (OJ) (Saks, 2006; Faheem and Mahmud, 2015; Servant leadership (SL) (Simamora et al., 2019; Carter D, Baghurst, 2014).

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. 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, namely the willingness or tolerance of employees for less than ideal conditions in the organization without raising objections or complaints; 4) civic virtue behaviors, namely the behavior of employees who are responsible for the life of the organization, by being actively involved in organizational activities and caring for the survival of the organization; 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 (EE)

EE is defined as "the cognitive, emotional, and behavioral state of an individual employee directed at the organization's desired outcomes." Employees who are included in the engaged category do their work with enthusiasm, dedication and enjoy the process of fulfilling their responsibilities (Shuck and Wollard, 2010). Briefly Schaufeli (2013) explains the dimensions of EE, namely: 1) vigor, is an outpouring of energy and a strong mentality of an employee during work, the courage to try his best to complete the work, and persevere in the face of work difficulties, the willingness to invest all efforts in work. And persist in the face of adversity; 2) dedication, a very strong feeling of being involved in a job and experiencing a sense of meaning, enthusiasm, pride, inspiration, and challenge; 3) absorption, 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 (SL)

SL is a leadership model that focuses on developing the potential of employees to achieve the effectiveness of their respective duties, developing service communities, increasing self-motivation, and developing future leadership abilities (Eva et al., 2019). SL 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, and providing benefits to the surrounding community (Al Faruqi, 2020). The extent to which leaders can shift the primary focus of leadership from organization to followers is the distinguishing factor in classifying leaders as transformational leaders or *servants* (Mathur and Negi, 2014). SL 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. SL has the following indicators: (1) empowering and developing abilities, potential, self-confidence, and mental strength, (2) humanity; respect for others, (3)

authenticity; express themselves according to their identity, communicating honestly and openly, 4) provide direction; understand that their behavioral focus is in line with organizational goals and expectations, (5) stewardship; obedience to bring, empathy and healing, helping people with psychological problems, (6) altruism, helping and sacrificing for other individuals (van Dierendonck, 2011). Barbuto and Wheeler (2006) developed 5 dimensions of SL, 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 (depicts the leader's strong desire to make a positive difference in the lives of others and put the interests of others above self-interest, as well as the willingness to work hard in meeting the needs of subordinates); emotional healing (describes the leader's commitment and leadership skills to improve and 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 SL, 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 (describes the leader's ability to seek commitment from all members of the organization to a common vision by inviting members to determine the future direction of the organization and write a shared vision).

Organizational Justice (OJ)

The theory of organizational justice originally came from the similarity theory developed by Adams in 1965 (Sjahrudin and Sudiro, 2013). Employees' perceptions of fairness in the workplace are referred to as OJ (Faheem and Mahmud, 2015). There are three types of OJ that affect employee perceptions of fairness and injustice in the workplace: distributive justice, procedural justice, and is defined as the fairness of the process leading to the outcome, where when individuals feel that they have a say in the processor that this process involves characteristics such as consistency, accuracy, ethics, and low bias then procedural justice is enhanced; and interactional justice includes the treatment that a person receives as a decision is made and can be promoted by providing explanations for decisions and conveying the news with sensitivity and respect (Bazgir et al., 2018).

Perceived Organizational Support (POS)

POS reflects the extent to which employees believe the organization they work for values employee contributions and truly cares about employee welfare (Lee and Peccei, 2007). POS is an employee's perception of the amount of organizational support for employees in carrying out their work. The form of organizational support determines the formation of POS so that many organizations are currently improving their support for their human resources, both in terms of welfare and aspects related to health and personal life (Amri and Putra, 2020). Rhoades and Eisenberger (Saks, 2006) assume that POS theory is based on social exchange theory (SET), namely social exchange theory, the relationship between employees

and organizations. This means that POS refers to employee perceptions of the extent to which the organization values employee contributions and cares about employee welfare.

Relationship between SL, POS, OJ, and SL to Employee Engagement

Employee perceived organizational support (POS) correlates significantly positively with a variety of employee positive outcomes such as organizational commitment, employee engagement, job performance, and reduced withdrawal behavior (Rhoades and Eisenberger, 2002). POS refers to employee perceptions of the extent to which the organization values employee contributions and cares about employee welfare. This is intended so that employees feel increasingly 'engaged' with the organization and are willing to work as hard as they can to advance the organization. When employees believe that the organization values contributions and cares about the well-being of members of the organization, it will cause a positive reaction for employees, namely by trying to fulfill their obligations to the organization by becoming more engaged. Employees 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. The sense of support from the organization can help employees achieve emotional satisfaction, self-esteem, and the need for affiliation, which will increase EE. In other words, employees who have higher POS may become more involved in their work and organization as part of the SET reciprocal norm to help the organization achieve its goals (Saks, 2006). This is evidenced by the results of several empirical studies (Sihag, 2021; Ivan et al., 2019; Ram and Prabhakar, 2011; Dai and Qin, 2016) proving that POS has a positive and significant impact on EE. Therefore, this research Formulate the following hypothesis:

H1: Perceived organizational support affects significantly positive employee engagement

The organizational justice (OJ) aspect has been shown to positively influence EE (Ohiorenoya and Eguavoen, 2019; Ghosh et al., 2014; Shahzad and Jamal, 2013; Saks, 2006); When employees have a high perception of fairness in the workplace, they feel a sense of totality in their work and a stronger attachment to the organization. In other words, when employees have a high perception of fairness in their organization, employees are more likely to feel obliged to also be fair in carrying out employee roles in the organization by giving more time and energy through greater engagement levels (Saks, 2006). On the other hand, the low perception of organizational justice can cause employees to withdraw and disengage themselves from their work roles. Therefore, this research Formulate the following hypothesis:

H2: Organizational justice affects significantly positive employee engagement

Employee engagement (EE) is built in a long process and requires the commitment of the organization's leaders to grow it. An increase in EE in some other empirical outcomes can be pursued through certain leadership styles, such as SL. Because servant leaders are humble and focus on followers rather than themselves, this allows this servant leadership style to stimulate positive relationships with followers (Liden et al., 2014), one of which is increasing employee engagement. Empirical evidence has shown that a leaders' servant leadership style is positively related to employee engagement (Srimulyani and Hermanto, 2020). Referring to the social exchange theory that subordinates who benefit positively from servant leadership will reciprocate the benefits they receive, so that SL 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, this research Formulate the following hypothesis:

H3: Servant leadership affects significantly positive employee engagement

Relationship between POS, OJ, SL and EE to Organizational Citizenship Behavior

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. POS is positively associated with temporal changes in extra-role performance shaped by OCB, supporting the view that POS leads to extra-role performance (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, withdrawal behavior (negative absenteeism, being late, absence) (Sun, 2019). The results of research (Claudia, 2018) show that employees with positive perceptions of organizational support that exist in themselves feel more satisfied with their work, which in turn encourages the creation of high organizational commitment 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). Therefore, this research Formulate the following hypothesis:

H4: Perceived organizational support affects significantly positive organizational citizenship behavior

The issue of organizational justice is the subject of debate among scholars; both regarding the dimensions and conceptual frameworks of organizational justice; or about the impact of organizational fairness 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 relationship between overall organizational justice with OCB. This consistency also applies to the three most studied dimensions of organizational justice: distributive, procedural, and interactional dimensions. Some research results show that organizational justice affects significantly positively the OCB (Assad et al., 2019; Bazgir et al., 2018; Shahzad and Jamal, 2013; Faheem and Mahmud, 2015). Distribution fairness is conceptualized as fairness related to the outcome of decisions and distribution resources, both of which tangible (e.g., paying) or intangible (e.g., praise). Distributive justice can be fostered when distributed results are considered the application is fair. Employee concerns about procedural fairness 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. Interactional justice 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). Interactional justice 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. Employees who feel the fairness of these three aspects (distributive justice, procedural justice, and interactional justice) then OCB can increase. Therefore, this research Formulate the following hypothesis:

H5: Organizational justice affects significantly positive organizational citizenship behavior

Referring to the social exchange theory (SET), subordinates who receive positive benefits from Servant leadership will reciprocate the benefits they receive so that subordinates will respond to SL that 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 servant leadership (SL) had a positive impact on OCB (Saleem et al., 2020; Simamora et al., 2019; Carter and Baghurst, 2014; Mathur and Negi, 2014). This means that the practice of SL 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 SL had a direct and indirect effect on OCB of employees with organizational commitment as a mediator, while Amir (2019) showed that SL had a significant positive effect on OCB and POS moderated the effect of SL on OCB. Therefore, this research Formulate the following hypothesis:

H6: Servant leadership affects significantly positive organizational citizenship behavior

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 EE then the results or consequences of EE itself, one of which is OCB. OCB does not stand alone, but many factors are predicted to encourage the creation of OCB (Kartika and Muchsinati, 2015). Based on various empirical studies (Srimulyani and Hermanto, 2020; Saks, 2019; George and Joseph, 2015; Shahzad and Jamal, 2013), EE is a recommended solution for managers in improving employee OCB, including for health organizations such as hospitals. Several studies have shown that engaged employees are 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), EE did not significantly affect *civic virtue*, which is one of the dimensions of OCB, but its effect was through affective commitment. Therefore, this research Formulate the following hypothesis:

H7: Employee engagement significantly positive organizational citizenship behavior

METHOD

This type of research is empirical research with quantitative methods, which takes a sample from a population and uses a questionnaire as a data collection tool. The variables studied included POS, OJ, SL, EE, and OCB. The measurement of POS uses eight indicators that were developed (Rhoades and Eisenberger, 2002; Chen et al., 2019), namely the organization where work really pays attention to the welfare of employees, pays serious attention to goals and values, only shows a lot of attention to 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. OJ measurement indicators include three dimensions, namely distributive justice, procedural justice, and interactional justice (Sjahrudin and Sudiro, 2013). Measurement of servant leadership uses eight dimensions of SL, including wisdom, humility, altruistic calling, emotional healing, persuasive mapping, organizational stewardship, vision, and service (Barbuto and Wheeler, 2006; Wong,

2003). Measurement of EE uses three dimensions, namely absorption, dedication, and vigor (Schaufeli, 2013). OCB measurement refers to (Lepine et al., 2002, Podsakoff et al., 2000), using five indicators: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. The measurement scale is a Likert scale.

The population of this study was all nurses in the private hospitals of Siti Aisyah Islamic Hospital and St. Clara Hospital in Madiun City, totaling 210 people. The technique used in sampling is non-probability sampling with a purposive sampling method, i.e., employees of the maintenance department whose tenure is at least one year. The minimum sample is 138 nurses, with the Percentage of sampling according to the number of nurses in each Hospital. This amount is considered representative, calculated by the Slovin formula (Rahmah, 2020) as follows:

$$n = \frac{N}{1 + Ne^2} = \frac{210}{1 + (210)(0,05)^2} = 138$$

Description:

n = Sample size

N = Population Size

e = Percentage of allowance for the inaccuracy (precision) due to sampling error that can still be tolerated or desired.

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, and the partial test influence.

RESULT AND DISCUSSION

From the results of distributing questionnaires, as many as 160 nurses who 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, had a response rate of 89.37% or 143 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
Amount	160	143	89.37

The research respondent profile, which includes gender, education level, and years of service, is presented in table 2.

Table 2. Profile of Respondents

Description	Amount (Person)	Percentage (%)
-------------	-----------------	----------------

Gender		
Man	98	68.5
Woman	45	31.47
Amount	143	100.00
Level of education		
Vocational High School	14	9.8
Diploma	112	78.3
Strata 1 (S1)	17	11.9
Amount	143	100.00
Description	Amount (Person)	Percentage (%)
1-5 years	77	54
6-10 years	32	22.30
11-15 years old	12	8.3
16-20 years old	20	14
>21 years old	2	1.4
Amount	143	100

Source: author's calculations

Table 2 shows that 68.53% of respondents are male and 31.47% are female; the majority of respondents have Diploma education (78.3%), with the most years of service between (22.3%).

Table 3. Average Value of Variables

Variable	Mean	Description
OCB	3.77	High
EE	3.04	Moderate
POS	3.20	Moderate
OJ	3.50	High
SL	3.84	High

Source: author's calculations

In table 3, it is shown that there are two variables that get a moderate response (high enough), namely EE (3.04) and POS (3.20). This indicates that the engagement of nurses is quite high or moderate, as well as nurses' perceptions of hospital support are quite high. The other three variables received high (good) responses, namely: SL (3.84), OCB (3.77), and OJ (3.50). This means that the practice of Servant leadership and organizational justice climate in hospitals is considered good by nurses. Likewise, the OCB shown by the nurses was high. 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	Index	Value	Note
GFI	$\geq .90$.70	Marginal
RMSEA	$\leq .08$.11	Marginal
NFI	$\geq .90$.88	Marginal
IFI	$\geq .90$.90	Fulfilled
CFI	$\geq .90$.90	Fulfilled

PNFI	.60-.90	.75	Fulfilled
PGFI	.60-.90	.60	Fulfilled

Source: author's calculations

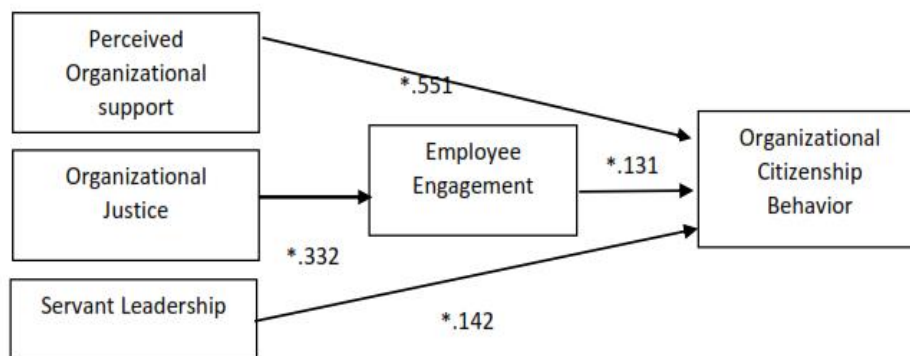
By looking at the output results of the Goodness of Fit Test (GOF), it can be concluded that the structural model in this study can be declared fit because most of the evaluation results show good fit, only three test (GFI, RMSEA and NFI) shows a moderate fit (marginal fit). The results of the path analysis can be seen in table 5 and figure 1.

Table 5. Research Hypothesis Test

Path (H Test)	β	t-value	p value	Result
POS → EE H1	.057	.596	.276	Un support
OJ → EE H2	.322	2.883	.002	Support
SL → EE H3	.072	.656	.256	Un support
POS → OCB H4	.521	7.028	.000	Support
OJ → OCB H5	.068	.765	.222	Un support
SL → OCB H6	.142	1.661	.049	Support
EE → OCB H7	.131	1.988	.024	Support

Source: author's calculations

Based on the partial test results shown in table 5, it is known that OJ has a significant positive influence on EE, and EE has a significant positive influence on OCB. From hypothesis testing, it was also found that POS and SL had a significant positive effect on OCB.



*Sig on $\alpha = .05$

Figure 1. Final Model (Significant)

Effect of POS on EE and OCB

POS is a general belief that employees have about the extent to which the organization values employee contributions and cares about employee welfare. Based on the test results (Table 5), it was found that POS did not significantly affect the EE of the nurses (H1 is not support). The results of this study are not in line with previous research (Ivani et al., 2019; Ram and Prabhakar, 2011; Dai and Qin, 2016), which show a significant positive effect of POS on EE. The average value of the responses of nurses who became respondents to the POS measurement (3.20) and the EE measurement (3.04) was categorized as good enough (moderate) so that the organizational support felt by the nurse did not affect the level of nurses' attachment to the organization. This is possible because the 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 despite the support of the Hospital in meeting social and emotional needs. Although in this study the positive influence of POS on employee engagement is not significant, the organization's recognition of employee contributions to the organization as well as organizational concern for social-emotional needs and employee welfare remains important to note because in this study POS can significantly increase the OCB of nurses (H4 supported).

POS is the belief held by employees that the organization values employee contributions and cares about employee well-being, and this belief can assist employees in increasing positive work behaviors (such as increased commitment to the organization, job satisfaction, performance, and OCB) and reducing negative work behaviors (e.g., resign, anti-productive behavior, withdrawal behavior) (Sun, 2019). The results of testing the effect of POS on OCB (table 5) show that POS has a significant positive effect 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 study are in line with organizational support theory, 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 the study support previous empirical studies (Sihag, 2021; Ivan et al., 2019; Ram and Prabhakar, 2011; Dai and Qin, 2016) which show that OCB is significantly positively affected by POS.

Effect of OJ on EE and OCB

In table 5, it is shown that OJ has a significant positive effect on the EE of the nurses; this is evident from the statistically significant effect of OJ on EE (H2 supported). These results support the results of previous research (Ohiorenoya and Eguavoen, 2019; Ghosh et al., 2014; Shahzad and Jamal, 2013; Saks, 2006) which found that OJ had a significant positive effect on EE. That is, when employees have a high perception of fairness in the organization where they work, it is certain that employees feel they are also fair in their work roles by showing high engagement attitudes such as working with enthusiasm, dedication, and fulfilling the responsibilities given. The results indicate that the nurses' EE is influenced by the following aspects: 1) distributive justice, namely the fairness felt by employees regarding the distribution of rewards; 2) procedural justice, which focuses on making and implementing

decisions based on a fair process; 3) interactional justice, namely employees are treated with dignity and respect by the leadership, leaders also provide information in a timely manner, and are always open and honest in their relationships with employees. These findings indicate that increasing the involvement of nurses requires justice, both from the leadership and from the Hospital. This justice includes distribution of results, impartial decision making to any individual, and explaining every decision taken. If nurses feel that positive energy and mental endurance in nurses appear while working, then nurses will be willing to make great efforts in completing 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.

Based on the test results, OJ has no significant effect on OCB (H5 is not support). The results of this study do not support previous empirical studies (Assad et al., 2019; Bazgir et al., 2018; Shahzad and Jamal, 2013; Faheem and Mahmud, 2015) which show a significant positive effect of OJ on EE. The findings in this study indicate that fairness in the organization does not necessarily increase the OCB of employees, but its effect is possible through EE. It is possible that the relationship between organizational justice and OCB is indirect through EE as a mediation (Yanthi and Rahuda, 2019). The results indicate that the organizational fairness aspects that nurses feel do not affect the level of OCB in nurses directly but rather through EE. It is shown from the results of the path analysis (table 5) that OJ significantly affects EE (H2 supported) and EE significantly affects OCB (H7 supported). By providing fair treatment to nurses that includes the distribution of outcomes, making impartial decisions to any individual, and providing explanations in every decision taken, it will form a positive energy within the nurse, so that the nurse will dedicate themselves to the hospital physically, cognitively and emotionally and enthusiastically to work more so that the OCB can be improved.

Effect of SL on EE and OCB

Based on the test results, it was found that SL had a positive but not significant effect on EE (H3 is not support). The results of this study do not support previous empirical studies (Srimulyani and Hermanto, 2020; Carter and Baghurs, 2014) that showed a significant positive effect of Servant leadership on OCB. Engagement is built in a long process and requires the commitment of organizational leaders to grow it. Improvement of EE in some other empirical results can be pursued through certain leadership styles, such as SL, or transformational leadership. Servant leaders tend to place subordinates as a top priority and treat subordinates as co-workers 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 EE. However, in this study, no significant effect was found between Servant's leadership practices and the level of employee engagement of the nurses. Based on research in the field, it was revealed that the cause of the absence of influence in this study is likely due to the emergence of other factors that give rise to the engagement of nurses, such as nurses volunteering and enjoy doing some work from outside their leading role to hold the values of hospitals and the health service code of ethics. However, the results of this study did not have a significant influence on SL practices on EE. Although in this study SL did not show a significant influence on EE, but because of the positive influence, servant leadership practices in hospital organizations still need to be developed because it is predicted to affect other positive behaviors, such as employee commitment to the organization (Paul et al., 2016) and task performance of subordinates (Saleem et al., 2020).

Other results show that SL has a significant positive effect on nurse OCB (H6 supported). SL 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 calling and emotional healing; Process-oriented leadership seen from the service aspect. The results of this study are in line with previous research (Saleem et al., 2020; Simamora et al., 2019; Carter and Baghurst, 2014; Mathur and Negi, 2014), which concluded that SL is a significant triggering factor for the emergence of OCB behavior. Nurse response to high SL hospital leadership practices (3.84); This means that nurses assess that leadership in hospitals meets the dimension of SL so that leaders prioritize the needs of employees, are responsible for motivating and developing employee abilities and maintaining harmonious relationships between communities, and providing benefits to the surrounding community. The SL practice can grow OCB from nurses.

Effect of EE on OCB

The effect of EE on OCB is positive and significant. These results indicate that the more *engaged* nurses in the Hospital are, the more nurses are willing to take extra-role (OCB). The results of the study support (Srimulyani and Hermanto, 2020; Saks, 2019; George and Joseph, 2015; Shahzad and Jamal, 2013) who found EE to have a significant positive effect on OCB, so it can be said that OCB is a consequence of EE. 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 that 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.

CONCLUSION AND RECOMMENDATION

Based on the results of the analysis, it was concluded that 1) organizational justice has a significant positive effect on employee engagement while perceived organizational support and servant leadership have no significant effect on employee engagement; Perceived organizational support, servant leadership, and employee engagement have a significant positive effect on organizational citizenship behavior while organizational justice has no significant effect on organizational citizenship behavior. These results also show that organizational justice is an antecedent of employee engagement, and organizational citizenship behavior is a positive behavior as a consequence of perceived organizational support, servant leadership and employee engagement.

Organizational citizenship behavior can be developed positively by improving perceived organizational support, servant leadership, and employee engagement 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 high concern for the progress of the organization.

The limitation of this research lies in the measurement of organizational justice and employee engagement. For further research development, organizational justice can be measured by four aspects: distributive justice, procedural, interpersonal, and informational. Likewise, the measurement of employee engagement 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. To explore the consequences of employee engagement, it can be learned from impacts on individual outcomes, such as job satisfaction and organizational commitment. In comparison, further research could also conduct similar studies at government-owned hospitals.

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Dear Ibu Nury Ariani Wulansari

Thanks for the information, we will immediately correct it for valuable input from reviewers.

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(please check the boxes)

ASSESSMENT INDICATORS	Very Good	Good	Fair	Poor
Originality	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scholarly	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical Quality	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appearance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Depth of the Research	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

ASSESTMENT SUMMARY

Reviewer Recommendation

- Accepted with minor revisions
- Accepted with major revisions
- Suggested to sent it to other journals such as:
- Rejected with the reason:

REVIEWER B

PLANNING REVIEW ARTICLES

Title	The Effect of Perceived Organizational Support, Organizational Justice, Servant Leadership on Employee Engagement and their Consequences on OCB
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REVIEW ARTICLES

Please give examination on each of the section on table below

General Comments	<p>after I read there is a possibility that the researcher does not want to convey the role of EE as a mediating variable because the results of direct relationships such as (OJ and OCB are not supported) as well as indirect relationships (such as Servant and EE are also not supported) so that researchers do not dare to convey the model that I think necessary and ideal for this research (i.e. the role of EE as a mediation of the influence of POS, OJ and servant on OCB)</p> <p>So my suggestion is that researchers continue to use the recommended ideal model and if the results are not significant, then my suggestion is that researchers need to get support from previous research and also add information from demographic characteristics to strengthen the reasons for not supporting the hypothesis.</p>
Abstract	the name of the program for data processing should not need to be mentioned

Introduction	Previous research should not be limited to the context of research in hospitals, because what we want to see is how the development of the variables associated with OCB so far.
Method	there is a non-uniformity in the delivery of dimensions, statement items, which must be corrected by the author (see the details in the article)
Result & Discussion	add information from demographic characteristics to strengthen the reasons for not supporting the hypothesis.
Conclusion & Recommendation	Researchers should continue to use the recommended ideal model and if the results are not significant, then my suggestion is that researchers need to get support from previous research
References	need to add references in different contexts, not only in hospitals

ASSESTMENT SUMMARY

(please check the boxes)

ASSESSMENT INDICATORS	Very Good	Good	Fair	Poor
Originality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Scholarly	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Appearance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Depth of the Research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

ASSESTMENT SUMMARY

Reviewer Recommendation

- Accepted with minor revisions
- Accepted with major revisions
- Suggested to sent it to other journals such as:
- Rejected with the reason:




Article Template

 Article template

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Editor Decision

Decision	Accept Submission 2022-04-10
Notify Editor	 Editor/Author Email Record  2022-04-10
Editor Version	34511-89783-1-ED.docx 2022-02-15 34511-89783-2-ED.docx 2022-04-10
Author Version	34511-91709-1-ED.docx 2022-04-08  34511-91709-3-ED.pdf 2022-05-31  34511-91709-4-ED.doc 2022-05-31 

[JDM] Editor Decision

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Nury Ariani Wulansari <nuryariani@mail.unnes.ac.id>

Sun, Apr 10,
2022, 11:44 AM

to me

Mrs Veronika Agustini Srimulyani:

We have reached a decision regarding your submission to JDM (Jurnal Dinamika Manajemen), "The Effect of Perceived Organizational Support, Organizational Justice, Servant Leadership on Employee Engagement and their Consequences on OCB".

Our decision is to: **Accept Submission**

Nury Ariani Wulansari
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Veronika Agustini Srimulyani S.E. M.Si. <veronika.agustini.s@ukwms.ac.id>

Sun, Apr 10,
2022, 7:23 PM

to Nury

Dear Mrs. Nury Ariani Wulansari:

Thank you for the opportunity given to us to publish our research articles on JDM.

Please inform the payment procedure for the publication fee of our article.

Thanks

Veronika Agustini Srimulyani

Widya Mandala Surabaya Catholic University

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Jurnal Dinamika Manajemen <jdm@mail.unnes.ac.id>

Mon, May 30,
2022, 12:22 PM

to me

Translate to English

Yth. Bapak/Ibu **Veronika Agustini Srimulyani**
di tempat

Memberitahukan artikel Ibu sudah selesai proses Initial Copyedit oleh Copyeditor. kami lampirkan hasil uji turnitin artikel Ibu, karena hasil menunjukkan 41% dan batas toleransi JDM 20% maka dewan editor tidak dapat memproses artikel Ibu mohon untuk diperbaiki terlebih dahulu agar proses dapat kami teruskan kembali. Kami juga melampirkan Artikel Initial CE dan grammarly.

Kemudian apabila telah selesai direvisi, silakan submit di OJS. Kami menunggu hasil revisinya sampai 6 Juni 2022.

Terima kasih atas kerja samanya

Atas perhatiannya kami ucapkan terima kasih.

Salam,
Fatin
Admin JDM

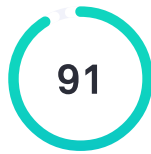
Initial CE-Mulyani

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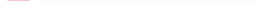



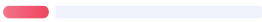




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349	58	291
Issues left	Critical	Advanced

Writing Issues

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9	Wrong or missing prepositions	
8	Incorrect noun number	
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Initial CE-Mulyani

The Effect of Perceived Organizational Support, Organizational Justice, Servant Leadership on Employee Engagement and their Consequences on OCB

The Role of Employee Engagement in Mediating Perceived Organizational Support, Organizational Justice, and Servant Leadership for Organizational Citizenship Behavior

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This

Employee engagement is essential for organizational growth and development because high engagement rates lead to increased OCB and organizational productivity and effectiveness. This study aims to analyze the influence of perceived organizational support (POS), organizational justice (O.J.), and Servant leadership (S.L.) on employee engagement (E.E.) and its impact on organizational citizenship behavior (OCB) of hospital nurses in Madiun City and Madiun Regency. This research also aims to analyze the role of employee engagement in mediating the influence of POS, O.J., and S.L. on OCB. The design of this study is a quantitative research using survey methods through the dissemination of questionnaires to nurses and as many as 225 questionnaires that can be used—data analysis using path analysis. The test results showed that: 1) POS, O.J., and S.L. partially had a significant positive effect on E.E.; 2) POS, O.J., SL, and E.E. partially had a significant positive effect on OCB; 3) E.E. significantly mediates the influence of POS and S.L. on OCB, but E.E. does not mediate O.J.'s influence on OCB. Based on the results of the study, it can be concluded that perceived organizational support, organizational justice, and Servant leadership play an important role in fostering employee engagement and organizational citizenship behavior so that organizations can run effectively in realizing organizational goals.

Peran¹ Employee Engagement Dalam Memediasi Hubungan Perceived Organizational Support, Organizational Justice, and Servant Leadership pada Organizational Citizenship Behavior

Abstrak

Employee engagement sangat penting untuk pertumbuhan dan perkembangan organisasi karena tingkat engagement yang tinggi menyebabkan peningkatan organizational citizenship behavior, produktivitas, dan fektivitas organisasi. Penelitian ini bertujuan menganalisis faktor-faktor yang memengaruhi pengaruh perceived organizational support (POS), organizational justice (OJ) dan servant leadership (SL) terhadap employee engagement (EE) dan organizational citizenship behavior (OCB) perawat rumah sakit di Kota Madiun dan Kabupaten Madiun. Penelitian ini juga bertujuan untuk menganalisis peran employee engagement dalam memediasi pengaruh POS, OJ, dan SL terhadap OCB. Desain penelitian ini adalah penelitian kuantitatif dengan menggunakan metode survey melalui penyebaran kuesioner kepada perawat, dan sebanyak 225 kuesioner yang dapat digunakan. Analisis data menggunakan path analysis. Hasil pengujian menunjukkan bahwa: 1) POS, OJ dan SL secara parsial berpengaruh positif signifikan terhadap EE; 2) POS, OJ, SL, dan EE secara parsial berpengaruh positif signifikan terhadap OCB; 3) EE memediasi secara signifikan pengaruh POS dan SL terhadap OCB, tetapi EE tidak memediasi pengaruh OJ terhadap OCB. Berdasarkan hasil penelitian dapat disimpulkan bahwa perceived organizational support, organizational justice dan servant leadership berperan penting dalam menumbuhkan employee engagement dan organizational citizenship behavior, agar organisasi dapat berjalan efektif dalam mewujudkan tujuan organisasi.

JEL Classification: C12, M12

How to Cite: How to Cite: Srimulyani, V.A, Hermanto, Y.B. (20...). The Role of Employee Engagement in Mediating Perceived Organizational Support,

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INTRODUCTION

It is important for organizations to pay³ attention to employee engagement 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. Employee engagement is essential for organizational growth and development because high engagement rates lead to increased productivity. Employee engagement is essential for the growth and development of the organization because a high level of engagement leads to increased OCB and productivity. In times of stress (for example, during times of crisis due to the Covid-19 pandemic), employee engagement is more important to organizational processes, and organizations need to emphasize employee engagement during times of crisis.

Employee engagement is defined by the extent to which employees feel passionate about the work being done and committed to the organization. High employee engagement causes employees to have the awareness to improve performance in work 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 performance of the organization. Job performance is the behavior of employees involved in the work for which they are responsible. The scope of employee engagement is more than just job satisfaction; but includes engagement, commitment, desire to contribute, and a sense of belonging to work and organization. Employee engagement is a complex concept and is influenced by many factors, including perceived organizational support (Saks, 2006; Alvi et al., 2014; Dai & Qin, 2016; Utaminingsih and 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 ⁴ in 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 involved in work outside of his or her formal role, this behavior is called organizational citizenship behavior (OCB). 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 and Motowidlo, 1997). Employee engagement is a solution recommended to every manager of an organization in dealing with employee motivation and performance problems and fostering OCB. Srimulyani &

Hermanto⁵ (2020) study showed that employee engagement positively impacts OCB and has a positive impact on job performance (Utaminingsih & Purnomo, 2017). In addition to employee engagement, 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 or known as Perceived Organizational Support (POS). The meta-analysis study found a strong positive influence of POS on employee engagement, job satisfaction, and organizational commitment, and a moderate influence on OCB and turnover intentions (Ahmed et al., 2015).

Other factors that can grow employee engagement and OCB are organizational justice. Organizational justice 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 fairness were more likely to reply with greater organizational involvement. When employees have a high perception in⁶ their organization, employees 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, the low⁷ perception of fairness of employees will tend to withdraw and break away from their job roles. Some research results show that organizational justice affects significantly positively the OCB (Assad et al., 2019; Bazgir et al., 2018; Shahzad and Jamal, 2013; Faheem and Mahmud, 2015) This means that employees who feel organizational justice in the workplace then OCB can increase.

Likewise, Leadership can play an important role in generating employee engagement and OCB. Some empirical studies show that leadership styles that

⁸are able to grow employee engagement and OCB are Servant leadership. Servant Leadership has been associated with several individual⁹ and collective outcomes, such as: centered on followers, leader-centered, team-centered, and organizational climate, as well as organization-centered (Canavesi and Minelli, 2021). Servant Leadership is a holistic approach whereby leaders act with morality, showing great concern for the company's stakeholders (Shirin, 2015) and engaging followers in multiple dimensions, such as emotional, relational, and ethical, to bring out their full potential and empower them to grow into what they are capable of becoming (Eva et al., 2018).

Likewise, in hospital organizations, the performance of medical and non-medical personnel is a factor that 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 colleagues who have difficulty in doing their jobs. Extra-role performance is formed by extra-role behavior or OCB. 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 Permata Bunda Malang Hospital (Calestra, 2019), it was shown that OCB nurses and midwives are influenced by employee engagement (E.E.) and organizational culture, while in empirical studies at Regional General Hospital, Dr. Zainoel Abidin Banda Aceh (Amri and 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 and 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 on nurses in the inpatient room of the D.K. Hospital in Yogyakarta (Sahrah, 2018) showed that POS significantly affected the OCB of inpatient nurses at the Hospital. In a study of employees and office staff and middle managers of Khoramabad National Universities (Lorestan and Medical Sciences Universities), it was shown that O.J. directly and indirectly (through the mediator role of organizational commitment) had a positive and significant influence on OCB (Bazgir et al., 2018). Meanwhile, a study on nurses at Makassar City Hospital showed that high perceptions of organizational justice did not directly and significantly increase nurses' OCB, but when mediated by trust in managers or organizational commitment, nurses' OCB became higher (Sjahrudin and Sudiro, 2013). In another study, there are other factors that 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 and Riani, 2021) show that transformational Leadership can influence OCB through the mediation effect of affective commitment and work attachment.

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 employee engagement 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 hope that the results of the empirical study can be used as input from hospital management in improving the performance of hospital services to improve hospital patient satisfaction further. Some of the factors that need to get the attention of hospital management today are how to grow employee engagement and OCB from employees owned, especially employees who provide health services directly to patients, such as nurses. The rise of OCB can improve 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 perceived organizational support (POS) (Amri and Putra, 2020); (Saks, 2006); organizational justice (O.J.) (Saks, 2006; Faheem and Mahmud, 2015; Servant leadership (S.L.) (Simamora et al., 2019; Carter & Baghurst, 2014).

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 an extra-role behavior or behavior outside the role (job description) that has been determined by the company, arises due to prosocial attitudes, and on the basis of¹¹ personal willingness from employees. OCB is a form of behavior that is an individual choice and initiative, not related to the formal reward system of the organization but, in aggregate, increases the effectiveness of the organization (Podsakoff et al., 2000). Employees with high OCB do something useful for the organization voluntarily even if the 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, namely the willingness or tolerance of employees for less than ideal conditions in the organization without raising objections or complaints; 4) civic virtue behaviors, namely the behavior of employees who are responsible for the life of the organization, by being actively involved in organizational activities and caring for the survival of the organization; 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, dedication¹² and enjoy the process of fulfilling their responsibilities (Shuck & Wollard, 2010). Employee engagement is the behavior of employees in improving themselves emotionally and towards work, organizations, colleagues and superiors¹³ that affect their work (Marciano, 2010). This means that target employee engagement includes jobs, companies, managers, and coworkers. Employee engagement is a positive attitude of employees and organizations (commitment, engagement, and attachment) to cultural values and the achievement of company success (Hewitt, 2008). Employee engagement 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) vigor (physical element), which is an outpouring of energy and a strong mentality of an employee during work, the courage to try his best to complete the work, and persevere in the face of work difficulties, the willingness to invest all efforts in work. And persist in the face of adversity; 2) dedication (emotional element), a very strong feeling of being involved in a job and experiencing a sense of meaning, enthusiasm, pride, inspiration, and challenge; 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.)

SL is a leadership model that focuses on developing the potential of employees to achieve the effectiveness of their respective duties, developing service communities, increasing self-motivation, and developing future 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, and providing benefits to the surrounding community (Al Faruqi, 2020). The extent to which leaders can shift the primary focus of Leadership from organization to followers is the distinguishing factor in classifying leaders as transformational leaders or servants (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: (1) empowering and developing abilities, potential, self-confidence, and mental strength, (2) humanity; respect for others, (3) authenticity; express¹⁴ themselves according to their identity, communicating honestly and openly, 4) provide direction; understand that their behavioral focus is in line with organizational goals and expectations, (5) stewardship; obedience to bring, empathy and healing, helping people with psychological problems, (6) altruism, helping and sacrificing for other individuals (van Dierendonck, 2011). Barbuto and 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 (depicts the leader's strong desire to make a positive difference in the lives of others and put the interests of others above self-interest, as well as the willingness to work hard in meeting the needs of subordinates); emotional healing (describes the leader's commitment and leadership skills to improve

and 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 own¹⁵ achievements); and vision (describes the leader's ability to seek commitment from all members of the organization to a common vision by inviting members to determine the future direction of the organization and write a shared vision).

Organizational Justice (O.J.)

The concept of organizational justice is based on Equity Theory which is extracted from fairness. The theory of organizational justice originally came from the similarity theory developed by Adams in 1965 (Sjahrudin and Sudiro, 2013). O.J. describes employee perceptions of fairness given by the organization (Yurnalis & Mangundjaya, 2020). Employees' perceptions of fairness in the workplace are referred to as O.J. (Faheem and Mahmud, 2015). There are three dimensions of O.J., namely: distributive justice, procedural justice, interactional¹⁶ justice. First, distributive justice is defined as the degree to which organizational leaders may distribute promotions or financial rewards among employees. Second, perceived fairness of individuals about all the

procedures used while making employees' related decisions. Third, interactional justice is known as the fairness of communication of decisions and organizational procedures. Distributive justice is defined as the fairness of the process leading to the outcome, where when individuals feel that they have a say in the processor ¹⁷ that this process involves characteristics such as consistency, accuracy, ethics, and low bias then procedural justice is enhanced; and interactional justice includes the treatment that a person receives as a decision is made and can be promoted by providing explanations for decisions and conveying the news with sensitivity and respect (Bazgir et al., 2018).

Perceived Organizational Support (POS)

POS is defined as a form of an employee's belief that the organization values contributions and cares about its well-being. POS is a form of thinking and ¹⁸ feelings of an employee regarding the amount of support provided by the organization on the implementation of employee 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 ¹⁹ and Peccei, 2007). POS is an employee's perception of the amount of organizational support for employees in carrying out their work. Rhoades and Eisenberger (Saks, 2006) assume that POS theory is based on social exchange theory (SET), namely social exchange theory, the relationship between employees and organizations. According to SET (Blau, 1964), POS describes that workers who consider the organization more supportive of its employee contributions make employees 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 human resources,

both in terms of welfare and aspects related to health and personal life (Amri and Putra, 2020). This means that POS refers to employee perceptions of the extent to which the organization values employee contributions and cares about employee welfare.

Relationship between S.L., POS, O.J., and S.L. to Employee Engagement

The existence of organizational support will drive the mechanism of important reciprocity norms assuming a feeling of employee obligation to provide efforts for the organization. Employee perceived organizational support (POS) correlates significantly positively with a variety of employee positive outcomes such as organizational commitment, employee engagement, job performance, and reduced withdrawal behavior (Rhoades and Eisenberger, 2002). POS refers to employee perceptions of the extent to which the organization values employee contributions and cares about employee welfare. This is intended so that employees feel increasingly 'engaged' with the organization and are willing to work as hard as they can to advance the organization. When employees believe that the organization values contributions and cares about the well-being of members of the organization, it will cause a positive reaction for employees, namely by trying to fulfill their obligations to the organization by becoming more engaged. Employees 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. The sense of support from the organization can help employees achieve emotional satisfaction, self-esteem, and the need for affiliation, which will increase employee engagement. In other words, employees who have higher POS may become more involved in their work and organization as part of the SET reciprocal norm to help the organization achieve its goals (Saks, 2006). This is evidenced by the results of several empirical studies (Sihag, 2021; Ivan et al.,

2019; Ram and Prabhakar, 2011; Dai and Qin, 2016), proving that POS has a positive and significant impact on employee engagement. 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 get a high level of organizational support can be more engaged with the tasks assigned to them to complete and take part in achieving organizational goals. Therefore, this research Forms the following hypothesis:

Hypothesis-1 (H1): Perceived organizational support affects significantly positive employee engagement

The organizational justice (O.J.) aspect has been shown to positively influence E.E. (Ohioirenoya and Eguavoen, 2019; Ghosh et al., 2014; Shahzad and Jamal, 2013; Saks, 2006); When employees have a high perception of fairness in the workplace, they feel a sense of totality in their work and a stronger attachment to the organization. In other words, when employees have a high perception of fairness in their organization, they are more likely to feel obliged to be fair in carrying out employee roles by giving more time and energy through greater engagement levels (Saks, 2006). On the other hand, the low perception of organizational justice can cause employees to withdraw and disengage themselves from their work roles. Therefore, this research Forms the following hypothesis:

Hypothesis-2 (H2): Organizational justice affects significantly positive employee engagement

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 S.L. Because servant leaders are humble and focus on followers rather than themselves, this allows this Servant leadership style to stimulate positive relationships with followers (Liden et al., 2014), one of which is increasing employee engagement. Empirical evidence has shown that a leaders'²⁰ Servant leadership style is positively related to employee engagement (Srimulyani and Hermanto, 2020). Referring to the social exchange theory that subordinates who benefit positively from Servant Leadership 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, this research Forms the following hypothesis:

Hypothesis-3 (H3): Servant Leadership affects significantly positive employee engagement

Relationship between POS, O.J., SL, and E.E. to Organizational Citizenship Behavior

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 work outcomes (affective organizational commitment, performance, and OCB). POS is positively associated with temporal changes in extra-role performance shaped by OCB, supporting the view that POS leads to extra-role performance

(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, and withdrawal behavior (negative absenteeism, being late, absence) (Sun, 2019). The results of research (Claudia, 2018) show that employees with positive perceptions of organizational support that exist in themselves feel more satisfied with their work, which in turn encourages the creation of high organizational commitment 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 employee's perception of support from the organization employees. Therefore, this research Forms the following hypothesis:

Hypothesis-4 (H4): Perceived organizational support affects significantly positive organizational citizenship behavior

The issue of organizational justice is the subject of debate among scholars; both regarding the dimensions and conceptual frameworks of organizational justice; or about the impact of organizational fairness on various aspects of the organization, such as OCB as one example. There was almost consistency in the results of previous studies with respect to²¹ the positive relationship between overall organizational justice with OCB. This consistency also applies to the three most studied dimensions of organizational justice: distributive, procedural, and interactional justice. Some research results show that organizational justice affects significantly positively the OCB (Assad et al.,

2019; Bazgir et al., 2018; Shahzad and Jamal, 2013; Faheem and Mahmud, 2015). Distribution justice is conceptualized as fairness related to the outcome of decisions and distribution resources²², both of which tangible²³ (e.g., paying) or intangible (e.g., praise). Distributive justice can be fostered when distributed results are considered the application is fair. Employee concerns about procedural justice 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. Interactional justice 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). Interactional justice also refers to the perception of respect and propriety in a person's treatment of information justice with regard to²⁴ the adequacy of explanations given in terms of timeliness, specificity, and truth-fullness²⁵. Employees²⁶ who feel the fairness of these three aspects (distributive justice, procedural justice, and interactional justice) then OCB can increase. Therefore, this research Formulate the following hypothesis:
Hypothesis-5 (H5): Organizational justice affects significantly positive organizational citizenship behavior

Referring to the social exchange theory (SET), subordinates who receive positive benefits from Servant leadership will reciprocate the benefits they receive so that subordinates will respond to S.L. that has²⁷ 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 Servant leadership (S.L.) had a positive impact on OCB (Hermanto & Srimulyani, 2022; Saleem et al., 2020; Simamora et al., 2019; Carter and Baghurst, 2014; Mathur and Negi²⁸,

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 organizational commitment as a mediator, while Amir (2019) showed that S.L. had a significant positive effect on OCB and POS moderated the effect of S.L. on OCB. Therefore, this research Formulate the following hypothesis:
Hypothesis-6 (H6): Servant Leadership affects significantly positive organizational citizenship behavior

Individual involvement in the organization will make employees feel part of the organization and increasingly focused and committed beyond the parameters set by the organization. With the engaged ²⁹in 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 and Muchsinati, 2015). Based on various empirical studies (Srimulyani and 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. Several studies have shown that engaged employees are 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, this research Formulate the following hypothesis:

Hypothesis-7 (H7): Employee engagement significantly positive organizational citizenship behavior

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

Based on the dyadic interaction between employees 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), employee engagement seems to mediate the reciprocal norms of organizational support in employees (Biswas and Bhatnagar, 2013). This condition can give rise to employee engagement, 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 employee engagement mediates the relationship between POS and OCB.

Hypothesis-8a (H8a): Employee engagement mediates the relationship between perceived organizational support with organizational citizenship behavior

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), organizational justice will be directly related to the social exchange theory, thus causing the emergence of employee engagement. 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 and Rahyuda (2019) in their empirical study that employee engagement mediates organizational justice relations with OCB. The study by Zayed et al. (2021) showed that organizational justice could create OCB in employees through the affective commitment of their employees.

Hypothesis-8b (H8b): Employee engagement mediates the relationship between organizational justice with organizational citizenship behavior

Servant Leadership is a leadership practice based on the premise of serving, not directing. Servant leaders show deep concern for employees. Servant Leadership 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 Servant leadership behavior. Employees are more likely to develop a high level of engagement when leaders show care and address their personal needs (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 Servant Leadership and organizational citizenship behavior. Likewise, Hermanto & Srimulyani 's study

(2022) results showed that teachers' work engagement mediated the relationship between Servant Leadership and OCB.

Hypothesis-8c (H8c): Employee engagement mediates the relationship between Servant Leadership with organizational citizenship behavior.

Figure 1. Research Model

METHOD

This type of research is empirical research with quantitative methods, which takes a sample from a population and uses a questionnaire as a data collection tool. 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. The measurement of POS uses eight indicators that were developed (Rhoades and Eisenberger, 2002; Chen et al., 2019), namely the organization where work really pays attention to the welfare of employees, pays serious attention to goals and values, only shows a lot of attention to 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 distributive justice, procedural justice, and interactional justice (Sjahrudin and Sudiro, 2013), which are developed into 20 items of statements. Measurement of servant leadership uses eight dimensions of S.L., including wisdom, humility, altruistic calling, emotional healing, persuasive mapping, organizational stewardship, vision, and service (Barbuto and 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 measurement refers to (Lepine et al., 2002, and Podsakoff et al., 2000) using five dimensions: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue, which were developed into 15 statement items. The measurement scale is a Likert scale. The population of this study was all nurses in the private hospitals of Siti Aisyah Islamic Hospital and St. Clara Hospital in Madiun City and all nurses in Caruban Regional General Hospital, Madiun Regency, totaling 374 nurses. 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 sobel test.^{31,32}

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
<u>Caruban</u> ³³ Regional General Hospital	85	82	96.47
Amount	245	225	91.83

The research respondent profile, which includes gender, education level, and years of service, is presented in table 2.

Table 2. Profile of Respondents

Description

Amount (Person)

Percentage (%)

Gender

Man

128

56.89

Woman

97

43.11

Amount

225

100.00

Level of education

Vocational High School

14

6.22

Diploma

142

63.11

Strata 1 (S1)

69

30.67

Amount

225

100.00

Working Time

Amount (Person)

Percentage (%)

>1-5 years

85

37.78

6-10 years

70

31.11

11-15 years old

24

10.67

16-20 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 male and 43.11% are female; the majority of respondents have a Diploma education (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 servant leadership practices was 3.86, meaning that nurses rated Servant Leadership in the Hospital where they worked high, followed by the average value of the extra-role behavior of the high nurses (3.84). The next order is employee engagement, with a high average score (3.63). Similarly, the perception of organizational support received a high average score (3.59), followed by a high organizational justice assessment of the nurses (3.53). 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 3.

Table 3. Goodness³⁴ of fit Absolute Fit Measures

Test

Index

Value

Note

GFI

>.90

.90

Fulfilled

RMSEA³⁵

< .08

.09

Marginal

NFI

>.90

.90

Fulfilled

IFI³⁶

>.90

.90

Fulfilled

CFI

>.90

.90

Fulfilled

PNFI³⁷

.60-.90

.75

Fulfilled

PGFI³⁸

.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, only³⁹ 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)

β

t-value

p value

Result

POS à EE (H1)

.197

2.995

.003

Support

OJ à EE (H2)

.316

4.974

.000

Support

SL à EE (H3)

.233

3.576

.000

Support

POS à OCB (H4)

.535

9.445

.000

Support

O.J. à OCB (H5)

.320

5.048

.000

Support

SL à OCB (H6)

.504

8.715

.000

Support

EE à OCB (H7)

.328

5.190

.000

Support

Source: author's calculations

Based on the partial test results shown in table 4, it is known that POS, O.J., and S.L. have a significant positive influence on E.E. From hypothesis testing, it was also found that POS, O.J., SL ⁴⁰ and E.E. had a significant positive effect on OCB. Partial test results can be seen 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 (<http://quantpsy.org/sobel/sobel.htm>). The results of the employee engagement variable role test with the Sobel test can be seen in table 5.

Table 5. Results of E.E. Test Results as mediation of POS, O.J., and S.L. with OCB

Path (H test)

Test statistic:

Std. Error:

p-value:

Result

POSà EEà OCB (H8a)

5.4815

.0314

.000

Support

OJà EEà OCB (H8b)

.1372

.0134

.890

Un support

SL àE.E. à OCB (H8c)

4.3758

.0520

.000

Support

Source: author's calculations

In table 5, it is shown that: 1) employee engagement plays a role in significantly mediating the relationship of perceived organizational support with organizational citizenship behavior (H8a support); 2) employee engagement does not mediate organizational justice relationship with organizational

citizenship behavior (H8b un support); 3) Employee engagement plays a role in significantly mediating the relationship of Servant Leadership with organizational citizenship behavior (H8c support).

Effect of POS on E.E. and OCB

POS is a general belief that employees have about the extent to which the organization values employee contributions and cares about employee welfare. Based on the test results (Table 4), it was found that POS has a significant positive effect on employee engagement (H1 is supported). The results of the study are in accordance with⁴¹ the statement of Rhoades et al. (2001) that employees who have higher POS may become more engaged with their work and organization as part of SET's reciprocal norms to help the organization achieve its goals. The results of this study support previous research (Ivani et al., 2019; Ram and Prabhakar, 2011; Dai and Qin, 2016), which show a significant positive effect 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 the 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 with⁴² the code of ethics of medical services despite the support of the Hospital in meeting social and emotional needs in this study the positive influence of POS on positive employee engagement was significant. This indicates that the organization's recognition of employee contributions to the organization as well as the organization's concern for the socio-emotional needs and well-being of employees is important to note because it can increase employee engagement.

In this study, POS can significantly increase the OCB of nurses (H4 supported). POS is the belief held by employees that the organization values employee contributions and cares about employee well-being, and this belief can assist employees in increasing positive work behaviors (such as increased commitment to the organization, job satisfaction, performance, and OCB) and reducing negative work behaviors (e.g., resign, anti-productive behavior, withdrawal behavior) (Sun, 2019). The results of testing the effect of POS on OCB (table 4) show that POS has a significant positive effect 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 study are in line with organizational support theory, 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 the study support previous empirical studies (Sihag, 2021; Ivan et al., 2019; Ram and Prabhakar, 2011; Dai and Qin, 2016; Farh et al., 2007) which show that OCB is significantly positively affected by POS.

Effect of O.J. on E.E. and OCB

In table 4, it is shown that O.J. has a significant positive effect 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 (Ohiorenoya and Eguavoen, 2019; Ghosh et al., 2014; Shahzad and Jamal, 2013; Saks, 2006), which found that O.J. had a significant positive effect on E.E. That

is, when employees have a high perception of fairness in the organization where they work, it is certain that employees feel they are also fair in their work roles by showing high engagement attitudes such as working with enthusiasm, dedication, and fulfilling the responsibilities given. The results indicate that the nurses' E.E. is influenced by the following aspects: 1) distributive justice, namely the fairness felt by employees regarding the distribution of rewards; 2) procedural justice, which focuses on making and implementing decisions based on a fair process; 3) interactional justice, namely employees are treated with dignity and respect by the Leadership, leaders also provide information in a timely manner⁴³, and are always open and honest in their relationships with employees. These findings indicate that increasing the involvement of nurses requires justice, both from the Leadership and from the Hospital. This justice includes distribution of results, impartial decision making to any individual, and explaining every decision taken. If nurses feel that positive energy and mental endurance in nurses appear while working, then nurses will be willing to make great efforts in completing work. In addition, nurses will feel enthusiastic and proud of their work; nurses will concentrate and be serious in⁴⁴ the work they are doing and enjoy work so that time passes so quickly.

Based on the test results, O.J. has a significant positive effect on OCB (H5 is supported). 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 and Jamal, 2013; Faheem and Mahmud, 2015), which show a significant positive effect of O.J. on E.E. The results indicated that when employees have a high perception of justice in their organization, they are more likely to feel obligated to also retaliate in a way that is more likely to perform their roles more than themselves through greater

levels of engagement. Providing fair treatment to nurses that include the distribution of outcomes, making impartial decisions to any individual, and providing explanations in every decision taken, will form positive energy within the nurse so that the nurse will dedicate themselves to the Hospital physically, cognitively, and emotionally and enthusiastically to work more so that the employee engagement can be improved.

Effect of S.L. on E.E. and OCB

Based on the test results, it was found that S.L. had a significant positive effect on E.E. (H3 is supported). The results of this study support previous empirical studies (Srimulyani and Hermanto, 2020; Carter and Baghurs, 2014) that showed a significant positive effect of Servant Leadership on OCB. Engagement is built in a long process and requires the commitment of organizational leaders to grow it. Improvement of E.E. in some other empirical results can be pursued through certain leadership styles, such as Servant Leadership. Servant leaders tend to place subordinates as a top priority and treat subordinates as coworkers 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 influence on E.E., so the practice of Servant Leadership 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).

Other results show that S.L. has a significant positive effect on nurse OCB (H6 supported). 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 calling and emotional healing; Process-oriented Leadership seen from the service aspect. The results of this study are in line with previous research (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 greatly 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.

Effect of E.E. on OCB

The effect of E.E. on OCB is positive and significant (H7 supported). These results indicate that the more engaged nurses in the Hospital are, the more nurses are willing to take extra-role (OCB). Other evidence supporting the results of the path analysis is the average value of high employee engagement (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 and Hermanto, 2020; Saks, 2019; George and Joseph, 2015; Shahzad and Jamal, 2013) who found E.E. to have a significant positive

effect on OCB, so it can be said that OCB is 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 employee engagement 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 employee engagement mediates the influence of POS on OCB. That is, employee engagement is able to strengthen the relationship between POS and 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 to⁴⁶ encourage high OCB in employees. The results of this study are in line with previous research (Priscilla et al., 2021; Alshaabani et al., 2021), which proves employee engagement mediates pos' influence on OCB.

The results of the analysis of the role of employee engagement mediation on the influence of O.J. on OCB showed that the t value of the Sobel test = .1372 <2.00 with a p-value of .890>.05, this means that employee engagement does not mediate the influence of organizational justice on organizational citizenship behavior (H8b un support). The results of this study are not consistent with previous research (Yanthi & Rahyuda, 2019), which found that employee engagement mediates organizational justice relations with OCB. The results of this study show that organizational justice consists of distributive justice, procedural justice, and interactional justice, which has a direct effect on OCB. When the organization treats employees fairly, employees will perceive it positively so as to⁴⁷ encourage employees to be willing to do something outside their main role to help create organizational effectiveness.

The results of the Sobel test on the role of employee engagement mediation on the influence 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 employee engagement mediates the influence of S.L. on OCB. The results of this study are in⁴⁸ accordance with Aboramadan et al. (2022); Hermanto & Srimulyani (2022), which show that employee engagement mediates the influence of Servant Leadership on organizational citizenship behavior. Empirical studies have shown that Servant leadership is a significant driver of work engagement in the general management literature. Consistent with the theoretical underpinning of norms of reciprocity, employees positively reciprocate servant leadership behaviors. Thus, the servant leadership style is beneficial in terms of engaging employees. In return, employees exhibit organizational citizenship behavior.

CONCLUSION AND RECOMMENDATION

Based on the results of the analysis, it was concluded that: 1) Perceived organizational support, Servant Leadership, and employee engagement partially had a significant positive effect on organizational citizenship behavior while organizational justice has no significant effect on organizational citizenship behavior; 2) These results also showed that perceived organizational support, organizational justice, Servant Leadership, and employee engagement partially had a significant positive effect on organizational citizenship behavior; 3) These results also show that employee engagement mediates the influence of perceived organizational support and servant leadership on organizational citizenship behavior, while employee engagement does not mediate the influence of organizational justice on organizational citizenship behavior.

The results of this study show that for⁴⁹ both employee engagement and organizational citizenship behavior can be grown through⁵⁰: 1) organizational support provided to employees; 2) practice of justice in the workplace which includes distributive justice, procedural justice, and interactional justice; 3) The practice of servant leadership at various levels in the organization. Employee engagement itself in turn can also increase organizational citizenship behavior, as well as act as a mediation of perceived organizational support and servant leadership influence on organizational citizenship behavior.

This study shows that employee engagement 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 in⁵¹ the organization. Employees who have a higher perception of organizational justice are more likely to retaliate with greater organizational involvement. The employees involved are also more likely to have a high-quality relationship with the employer, which causes employees

to have more positive attitudes, intentions, and behaviors, such as having a higher OCB. Consistent with the theory of reciprocal norms, employees will positively reply to the behavior of the waiter leadership with increased employee engagement. Organizational citizenship behavior can be developed positively by improving perceived organizational support, organizational justice, Servant Leadership, and employee engagement 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 employee engagement 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 ⁵²of cognitive, behavioral, and emotional engagement. For further research development, organizational justice can be measured by four aspects: distributive justice, procedural, interpersonal, and informational. Likewise, employee engagement measurement can be separated into two dimensions, namely job engagement ⁵³and 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 role engagement and explore the consequences of employee engagement. It can be learned from impacts on individual outcomes, such as job satisfaction and organizational commitment.

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1.	Peran → Plan	Misspelled words	Correctness
2.	eorrespondence → Correspondence	Misspelled words	Correctness
3.	Organizations need to pay	Wordy sentences	Clarity
4.	in → for	Wrong or missing prepositions	Correctness
5.	Hermante → Hermanto's	Incorrect noun number	Correctness
6.	in → of	Wrong or missing prepositions	Correctness
7.	the low → a low	Determiner use (a/an/the/this, etc.)	Correctness
8.	are able to → can	Wordy sentences	Clarity
9.	individual → individuals	Incorrect noun number	Correctness
10.	other factors can	Wordy sentences	Clarity
11.	on the basis of → based on	Wordy sentences	Clarity
12.	and dedication	Conjunction use	Correctness
13.	, and	Comma misuse within clauses	Correctness
14.	express → expressing	Incorrect verb forms	Correctness
15.	own	Wordy sentences	Clarity
16.	and interactional	Conjunction use	Correctness
17.	and that	Conjunction use	Correctness
18.	feelings → feeling	Incorrect noun number	Correctness
19.	Lee and → Lee and	Improper formatting	Correctness
20.	leaders' → leader's	Incorrect noun number	Correctness

21.	with respect to → concerning, for, to	Wordy sentences	Clarity
22.	of resources	Wrong or missing prepositions	Correctness
23.	are tangible	Incorrect verb forms	Correctness
24.	with regard to → about, concerning	Wordy sentences	Clarity
25.	truth-fullness → truthfulness	Confused words	Correctness
26.	For employees	Wrong or missing prepositions	Correctness
27.	that has → which has	Pronoun use	Correctness
28.	Negi ,	Improper formatting	Correctness
29.	in	Wrong or missing prepositions	Correctness
30.	really	Wordy sentences	Clarity
31.	sobel → Sobel	Misspelled words	Correctness
32.	the sobel	Determiner use (a/an/the/this, etc.)	Correctness
33.	Caruban → Caribbean, Cuban	Misspelled words	Correctness
34.	The goodness	Determiner use (a/an/the/this, etc.)	Correctness
35.	RMSEA → RMS	Misspelled words	Correctness
36.	IFI → IF	Misspelled words	Correctness
37.	PNFI → PDF	Misspelled words	Correctness
38.	PGFI → PDF	Misspelled words	Correctness
39.	and only	Conjunction use	Correctness
40.	, and	Comma misuse within clauses	Correctness

41.	in accordance with → by, following, per, under	Wordy sentences	Clarity
42.	in accordance with → by, following, per, under	Wordy sentences	Clarity
43.	in a timely manner → promptly, on time	Wordy sentences	Clarity
44.	in → about	Wrong or missing prepositions	Correctness
45.	is able to → can	Wordy sentences	Clarity
46.	so as to → to	Wordy sentences	Clarity
47.	so as to → to	Wordy sentences	Clarity
48.	in accordance with → by, following, per, under	Wordy sentences	Clarity
49.	for	Wrong or missing prepositions	Correctness
50.	through:	Misuse of semicolons, quotation marks, etc.	Correctness
51.	in	Wordy sentences	Clarity
52.	of	Wrong or missing prepositions	Correctness
53.	, and	Comma misuse within clauses	Correctness
54.	Employee → Employees	Incorrect noun number	Correctness
55.	Perieived → Perceived	Misspelled words	Correctness
56.	employee → employees	Incorrect noun number	Correctness
57.	, and	Comma misuse within clauses	Correctness
58.	VILKALPA → VILLALBA	Misspelled words	Correctness
59.	, and	Comma misuse within clauses	Correctness

60.	organizationa → organizational, organization	Misspelled words	Correctness
61.	the University	Determiner use (a/an/the/this, etc.)	Correctness
62.	, G.	Improper formatting	Correctness
63.	with Reference to → concerning, regarding, about	Wordy sentences	Clarity
64.	behaviour → behavior	Mixed dialects of English	Correctness
65.	, and	Comma misuse within clauses	Correctness
66.	to → on	Wrong or missing prepositions	Correctness
67.	VIKALPA → vikalpa	Confused words	Correctness
68.	Priskila → Priscila, Priscilla	Misspelled words	Correctness
69.	, and	Comma misuse within clauses	Correctness
70.	manager → managers	Incorrect noun number	Correctness
71.	a predictor	Determiner use (a/an/the/this, etc.)	Correctness
72.	predictor → predictors	Incorrect noun number	Correctness
73.	Journal of → Journal of	Improper formatting	Correctness
74.	Bali ,	Improper formatting	Correctness
75.	Economic-e → Economics	Confused words	Correctness

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GB	4,512	TH	995
SG	2,632	HK	983
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Di tempat

Terimakasih telah berpartisipasi menjadi penulis di Jurnal Dinamika Manajemen (**JDM**) Edisi Vol. 13 No.2 September tahun 2022. Berikut kami lampirkan Letter of Acceptance (LoA) dan surat permohonan kontribusi penulis atas artikel Bapak/Ibu beserta beberapa formulir yang harus diisi oleh penulis.

Mohon pada Bapak/Ibu penulis untuk menyiapkan biaya administrasi dan ganti produksi cetak sebesar Rp. 1.000.000,- (satu juta rupiah) ke No. Rek Bank BNI 0233517036 a.n Siti Ridloah dengan **batas waktu sampai 16 Juni 2022. Setiap penulis akan mendapatkan 1 cetak penuh dan 3 cetak lepas yang akan dikirimkan via pos ke alamat penulis.**

Demikian pemberitahuan dari kami. Dimohon Bapak/Ibu untuk mengisi formulir yang terlampir dan mengirimkan kembali hasil copy scanner formulir yang sudah diisi melalui email **JDM**. Atas perhatian dan kerjasamanya, kami ucapkan terimakasih.

Best Regards,

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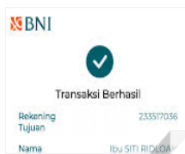
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Analysis of Employee Engagement as a Mediator of the Relationship between Perceived Organizational Support, Organizational Justice, and Servant Leadership with Organizational Citizenship Behavior

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Abstract

The purpose of this study is to analyze the influence of perceptions of organizational support (POS), organizational fairness (OJ), and Servant (S.L.) leadership on E.E; and analyzing the role of E.E. as a mediator of POS, OJ, and S.L. relationships in 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: POS, OJ, and S.L. partially had a significant positive impact on E.E.; POS, OJ, S.L., and E.E. partially had a significant positive impact on OCB; E.E. significantly mediates the relationship of POS and S.L. with OCB, but E.E. does not mediate the relationship between OJ and OCB. Based on the results of the study, it can be concluded that POS, OJ, 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.