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Build the Positive Work Environment with Work Engagement

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Abstract

The purpose of this study is to analyse the effect of organizational justice and authentic leadership on work engagement with organizational trust as a mediating variable. The sample in this study amounted to 154 nurses. The sampling technique uses probability sampling with proportionate random sampling. The data collection method uses a questionnaire that is measured by a Likert scale. The analytical method used is descriptive statistical test and SmartPLS software version 3.0. The results showed that organizational justice and authentic leadership had a positive and significant effect on organizational trust, and had an influence on nurses' work engagement. In addition, the results also show that organizational trust is able to mediate the influence of organizational justice and authentic leadership on work engagement. In other words, the role of organizational trust will further increase the level of work engagement of nurses. This research is expected to be an input for hospitals on the importance of the role of strategies to increase work engagement through organizational justice and the role of leaders.

INTRODUCTION

Changes in the organization's environment that is increasingly stringent and competitive, requires organizations to be able to survive and continue to grow in the face of various challenges that arise. One of the challenges faced by organizations is the management of Human Resources (HR) because HR is an asset that is a source of sustainable competitive advantage.

The importance of the role of HR in organizations needs to be done in an effective HR management strategy (Ranihusna, 2013). One effort in the management of HR is always investing in potential employees, namely employees who are responsible, maintaining commitment, proactive and tied to their work. In addition, organizations also need employees who have work attachments, namely employees who feel energetic and dedicated to their work (Leiter & Bakker, 2010). According to Macey and Schneider (2008) work engagement is a state filled with positive emotions and full engagement with work that is characterized by vigor, dedication, and absorption.

Many organizations believe that work engagement is a dominant source of competitive advantage. Employees who have an attachment to their work feel that the organization is part of them and are very valuable so that employees will be willing to contribute more to the improvement of the organization (Nuur & Sudarma, 2017). In addition, employees with high levels of work engagement show better work roles and better financial results (Saks, 2019). In recent years work engagement has become a hot and popular topic for business consultants and practitioners. Work engagement is considered important for the sur-

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vival and work results of employees in the organization.

However, from the results of a survey conducted by Gallup's Global Workplace Anaytics regarding work engagement in Indonesia that only 8% of employees in Indonesia have a work engagement, 77% are stated to have no work engagement and 15% are active not tied to their jobs (Mann & Harter, 2016). The low level of work engagement in an organization can have a negative impact on the organization. As explained by Kang and Busser (2018)research on the psychological factors affecting employee engagement is scarce. Furthermore, engagement research has focused on frontline employees, overlooking management employees. This study tested a conceptual model of the interrelationships among service climate, psychological capital, employee engagement, and turnover intention and explored the mediating effects of employee engagement. Structural equation modeling was used to examine the hypothesized relationships and an invariance test was employed to determine the effect of organizational hierarchy with a sample of hospitality frontline and management employees. Psychological capital and service climate were critical to elevating employee engagement and showed a stronger impact for managers' engagement than frontline employees' engagement. Furthermore, employee engagement was a critical mediator. The study fills important gaps in the hospitality literature and extends social exchange theory by showing reciprocal relationship differences between frontline employees and managers through an examination of organizational hierarchy. Annette a low level of work engagement will cause performance gaps that are detrimental to the organization and loss of productivity. Therefore, efforts need to be made to increase work engagement.

Employees who feel that their organization has provided justice, then these employees will do the work with pleasure and positive feelings (Rejeki & Wulansari, 2015). When employees are treated fairly in terms of the distribution of their work, the procedures in which decisions will be made and the support of superiors and colleagues in their interactions will have an effect on increasing employee engagement. This is because employees feel that what has been given is proportional to their contribution to the organization, so that employees will channel more positive energy into their work and make their work fun (Raharjo & Witiastuti, 2016).

In addition to organizational justice, the role of a leader is also needed to increase employee engagement. According to Stander, De Beer, and Stander (2015)trust in the organisation and work engagement of employees in the public health care sector.Research purpose: The objectives of this study were to determine whether the leadership style of AL could predict optimism, trust in the organisation and work engagement amongst a large sample of employees from various functions in public hospitals and clinics in Gauteng and to establish whether optimism and trust in the organisation could mediate the relationship between AL and work engagement.Research approach, design and method: A convenience sample of 633 public health employees from various functions within 27 public hospitals and clinics in the province was used in this research. A cross-sectional research design was implemented. Structural equation modelling was utilised to investigate the Authentic Leadership Inventory (ALI there needs to be strong leadership to build and maintain a healthier work environment. Karam, Gardner, Gullifor, Tribble, and Li (2017) propose that authentic forms of leadership are suitable and unique to promote more effective HR practices because they focus on intrinsic motivation and achieving high work engagement. Through effective leadership, core values can be a driving force for employees to increase work engagement (Ghoniyah & Masurip, 2011).

Several studies have been conducted to examine the effect of organizational justice on work engagement and the influence of authentic leadership on work engagement. However, several studies have found different results. As research conducted by (Hackman, 2012; Lyu, 2016) on industrial companies in the United States and Teachers in public schools in China shows that organizational justice can increase work engagement, meaning that when organizations treat employees fairly then employees will provide reciprocity both by increasing work engagement. However, research conducted by (Alvi & Abbasi, 2012; Ghosh, Rai & Sinha, 2014) on public sector bank employees in India and Pakistan found that organizational justice had no effect on increasing work engagement.

In research studies conducted by (Oh, Cho, & Lim, 2018McAuliffe, Bostain, & Witchel, 2019) show that authentic leadership has a contribution to be able to increase employee engagement. However, research conducted by (Hayuningtyas & Helmi, 2015; healthcare delivery systems need to be efficient and patient-centred. The health system must be responsive to individual patient choices and preferences about their care, while considering the system consequences. While dynamic simulation modelling (DSMStander, De Beer, &

Stander, 2015) trust in the organisation and work engagement of employees in the public health care sector.Research purpose: The objectives of this study were to determine whether the leadership style of AL could predict optimism, trust in the organisation and work engagement amongst a large sample of employees from various functions in public hospitals and clinics in Gauteng and to establish whether optimism and trust in the organisation could mediate the relationship between AL and work engagement.Research approach, design and method: A convenience sample of 633 public health employees from various functions within 27 public hospitals and clinics in the province was used in this research. A cross-sectional research design was implemented. Structural equation modelling was utilised to investigate the Authentic Leadership Inventory (ALI shows that authentic leadership has no effect on work engagement. In the research explained that the higher level of professionalism of employees, can produce the desired results in the workplace even under poor leadership. So that the influence of the leader is less felt by employees.

Many researchers and practitioners are still looking for causes of inconsistent results of research between organizational justice towards work engagement and authentic leadership towards work engagement. In his research, (Agarwal, 2014; Stander, De Beer, & Stander, 2015) trust in the organisation and work engagement of employees in the public health care sector.Research purpose: The objectives of this study were to determine whether the leadership style of AL could predict optimism, trust in the organisation and work engagement amongst a large sample of employees from various functions in public hospitals and clinics in Gauteng and to establish whether optimism and trust in the organisation could mediate the relationship between AL and work engagement.Research approach, design and method: A convenience sample of 633 public health employees from various functions within 27 public hospitals and clinics in the province was used in this research. A cross-sectional research design was implemented. Structural equation modelling was utilised to investigate the Authentic Leadership Inventory (ALItrust in the organisation and work engagement of employees in the public health care sector.Research purpose: The objectives of this study were to determine whether the leadership style of AL could predict optimism, trust in the organisation and work engagement amongst a large sample of employees from various functions in public hospitals and clinics in Gauteng and to establish whether optimism

and trust in the organisation could mediate the relationship between AL and work engagement. Research approach, design and method: A convenience sample of 633 public health employees from various functions within 27 public hospitals and clinics in the province was used in this research. A cross-sectional research design was implemented. Structural equation modelling was utilised to investigate the Authentic Leadership Inventory (ALI found that there are other variables that act as mediators of the influence of organizational justice and authentic leadership on work engagement, namely the variable of organizational trust. Organizational trust is an overall belief that an organization in communication and behavior is competent, open, honest, caring reliable, and worthy of identification with its goals, norms and values. Trust is a manifestation of social exchange that supports loyalty, goodwill and support. Employees will respond to positive work attitudes and behavior when relationships with the organization are built on trust.

Therefore, this study will examine the model of organizational trust as a mediator between organizational justice and authentic leadership in work engagement. In this study, trying to understand the attachment of work to nurses in the Regional General Hospital (RSUD) in the City and Regency of Semarang. Nurses spearhead the health service that is demanded to have a high level of work attachment (Smulder, 2006). This is because nurses need extra energy and high endurance to deal with all patient conditions.

From a preliminary study conducted by researchers on 60 nurses in the City and Regency Hospital of Semarang, it was shown that more than 50% of nurses lacked attachment to their work. The level of attachment that is lacking in nurses will affect the decreasing quality of services to patients and can be detrimental to hospitals (Sudarma, 2012). Therefore, this research is expected to be an additional reference to the importance of the role of strategies for increasing work engagement and the factors that influence it.

Hypotheses Development
Effect of organizational justice on organizational trust

In human resource practices, distributive justice and procedural justice are empirically proven to influence organizational beliefs (Aryee, Budhwar & Chen, 2002). Procedural justice builds relational contacts and employee perceptions about organizational obligations so as to foster organizational trust (Pearce & Bigley, 1998). When employees get fair treatment from

their organizations, employees will reciprocate by giving trust to the organization. The social exchange theory is also explained when employees get good treatment from their organizations, automatically employees will foster a sense of trust that the organization is able to prosper themselves.H1: Organizational justice has a positive and significant effect on organizational trust

Effect of authentic leadership on organizational trust

Leaders 'openness and consistency between beliefs and actions play an important role in influencing employees' decisions to give confidence to their organizations voluntarily (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008)Kenya, and the United States. Confirmatory factor analyses supported a higher order, multidimensional model of the authentic leadership con-struct (the Authentic Leadership Questionnaire [ALQ]. According to Hannah, Avolio, and Walumbwa (2018) authentic leadership is the root of all positive leadership that impacts employee confidence in the organization. Organizational trust grows based on employee assessment of the attitude of leaders who have a consistency between beliefs and actions (Bartram & Casimir, 2006). In a different study explaining authentic leadership will foster greater trust in organizations, because leaders instill a culture of openness in organizations and create social interaction between leaders and employees so that it supports communication culture (Avolio & Gardner, 2005)including the diverse theoretical and methodological perspectives presented, followed by a discussion of alternative conceptual foundations and definitions for the constructs of authenticity, authentic leaders, authentic leadership, and authentic leadership development. A detailed description of the components of authentic leadership theory is provided next. The similarities and defining features of authentic leadership theory in comparison to transformational, charismatic, servant and spiritual leadership perspectives are subsequently examined. We conclude by discussing the status of authentic leadership theory with respect to its purpose, construct definitions, historical foundations, consideration of context, relational/ processual focus, attention to levels of analysis and temporality, along with a discussion of promising directions for future research. © 2005 Elsevier Inc. All rights reserved.
H2: Authentic leadership has a positive and significant effect on work engagement

Effect of organizational justice on work engagement

According to the theory of fairness and social exchange, employees will adopt positive attitudes and create positive emotions if the organization treats employees fairly. Organizational justice is seen as a resource that plays a role in increasing employee engagement because of the functional role in achieving goals as one of the main predictors that leads to work engagement and work outcomes (Ghosh, Rai & Sinha, 2014). In another study it was explained that organizational justice as an organizational level resource was assumed to be an extrinsic motivator of work engagement (Wan, Zhou, Li, & Shang, 2018).
H3: Organizational justice has a positive and significant effect on work engagement

Effect of authentic leadership on work attachment

Authentic leadership provides examples and role models in implementing and acting based on organizational values which then increases employee engagement behaviors (Oh et al., 2018)practicing core values, and\r\nwork engagement were obtained from 281 employees of three major corporations in South Korea. Structural\r\nequation modeling was adopted to analyze the data.\r\nFindings – The results revealed a direct and significant influence of authentic leadership on both practicing\r\ncore values and work engagement. In addition, practicing core values was found to have a partial mediating\r\neffect on the relationship between authentic leadership and work engagement.\r\nResearch limitations/implications – This study revealed a three-factor model of authentic leadership\r\ncompared to the four-factor model found in western cultural contexts. Similar findings are indicated for other\r\nAsian countries. A rigorous future study is warranted to validate the psychometric structure across different\r\ncultural settings. Harman's single factor test was performed to address the common method variance issue.\r\nPractical implications – Practicing core values functioned as a catalyst for developing authentic leaders.\r\nTherefore, it is necessary that organizational development practitioners perform developmental activities to\r\npurposefully facilitate practicing core values.\r\nOriginality/value – The study falls under the isolated or disregarded researched topic of the practicing core\r\nvalues in relation to authentic leadership and work engagement (Oh et al., 2018. In the research of Wong and Cummings (2009)

explained that under the influence of authentic leadership, employees show a higher level of work engagement and work dedication. In addition, the values practiced in the organization also affect the employee's job attractiveness. Organizational values brought by authentic leadership shape employee attitudes and behavior. Authentic leadership facilitates employees to design their work so as to achieve better compatibility with the strength of their values, so that employees will achieve a better fit between the demands of the work and their resources so that it will lead to a higher level of work engagement (Karam e, Gardner & Li, 2017).

H4: Authentic leadership has a positive and significant influence on work engagement

Effect of organizational trust on work engagement

According to Rodríguez-Sánchez (2014) organizational trust represents individual trust and expectations about their organizational actions, work engagement reflects the enthusiasm of an employee with work assigned by the organization. Previous research has shown that organizational trust influences global job variables such as commitment, engagement and change that affect an entire organization (Macey & Schneider, 2008).

H5: Organizational trust has a positive and significant effect on work engagement

Effect of organizational justice on work engagement is mediated by organizational trust

Fairness is very important to be able to retain employees in the organization. When employees feel that the organization has given what they expect, it will indirectly foster feelings of satisfaction and ultimately feel trust in the organization (Masrukhin, 2014). It was further explained that organizational trust had a strong contribution to increasing work engagement. Gupta and Singh (2015) (Gupta & Singh, 2015 suggest adding the contribution of trust in empirical testing of perceived justice to work engagement.

H6: Organizational justice has a positive and significant effect on work engagement and is mediated by organizational trust

Effect of authentic leadership on work engagement is mediated by organizational trust

Trust is a component of authentic leadership and work engagement (Avolio, Griffith, Wernsing, & Walumbwa, 2009). Employees who have confidence in the organization will be more receptive to the culture provided through authentic leadership and employees will be more bound to effectively handle job demands (Avolio et al., 2009). Leaders have a role to influence employee attitudes and behaviors (Yogi Pratiwi & Ardana, 2015), from several studies showing that authentic leadership has a great influence to be able to foster employee confidence in their organizations which then foster employee engagement.

H7: Authentic leadership has a positive and significant effect on work engagement and is mediated by organizational trust.

The research framework proposed in this study is:

Figure 1. Research Model

METHOD

This type of research is quantitative research. Sources of data in the study were obtained with primary data directly obtained from the first source, namely through a Likert scale 1-5 questionnaire. In this study, the authors used 162 nurses from 2 hospitals in Semarang City and Regency. Sampling in this study using probability sampling using proportionate random sampling techniques. The researcher distributed 162 questionnaires and returned 154 questionnaires. Data were processed using SEM analysis (Martono, Khoiruddin, & Wulansari, 2018). The instrument test uses a validity test and a reliability test. A reliability test with a composite reliability coefficient ≥ 0.70 and a Cronbach's alpha coefficient ≥ 0.70. Hypothesis testing uses original samples and t-statistics through SmartPLS 3.0.

The variables used in this study are organizational justice as an independent variable measured by 3 indicators from (Cropanzano, Bowen, & Gilliland, 2011), authentic leadership as

an independent variable measured by 4 indicators from (Avolio et al., 2009), engagement work as a dependent variable is measured by 3 indicators from (Schaufeli, Salanova, Bakker, & Alez-rom, 2002), and organizational trust as a mediating variable is measured by 3 indicators from (Rawlins, 2008).
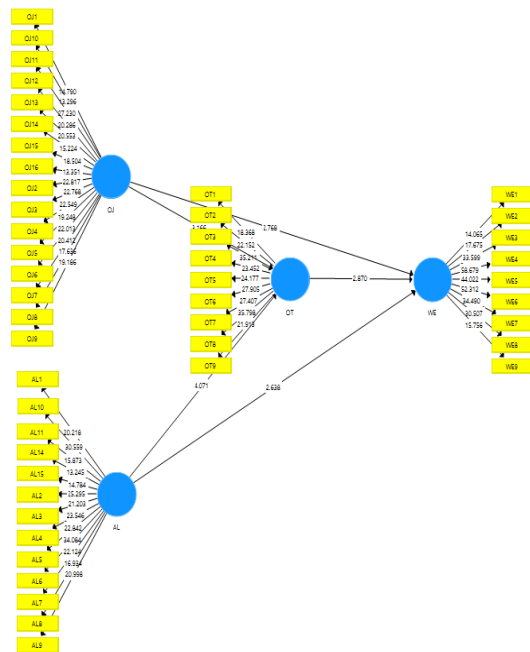
RESULTS AND DISCUSSIONS

Figure 2. Test result PLS

The direct effect of hypothesis testing

Direct hypothesis testing to determine whether the independent variable significantly influences the dependent variable. The results of SmartPLS output for direct hypothesis testing can be seen in Table 1.

Table 1. Direct hypothesis testing results

Variable	Original Sample	T Statistics	P Values
Organizational Justice-> Organizational Trust	0.271	3.166	0.002
Authentic Leadership -> Organizational Trust	0.331	4.071	0.000
Organizational Justice -> Work Engagement	0.260	2.768	0.006
Authentic Leadership -> Work Engagement	0.299	2.638	0.009
Organizational Trust -> Work Engagement	0.205	2.870	0.004

Source: PLS Output, 2019

Table 2. Indirect hypothesis testing results

Variable	T Statistics	P Values
Organizational Justice-> Organizational Trust-> Work Engagement	2.768	0.006
Authentic Leadership-> Organizational Trust-> Work Engagement	2.638	0.009

Source: Sobel test results, 2019

Hypothesis Test
Effects of Organizational Justice on Organizational Trust

Based on Table 1, the results of the study show that organizational justice in an organization's trust has an original sample value = 0.27 and a p-value = 0.002. The p-value <0.05 is said to have a significant effect, so H1 is accepted. The path coefficient has a positive value (0.27) indicating that the higher the level of justice in the hospital, the nurses' trust in the hospital will also increase.

The results of this study are in line with research conducted by (Deconinck, 2010; Agarwal, 2014; Aryee, 2002) which states that organizational justice can increase employee confidence in his organization because when employees feel treated fairly they will build a relational contact which then making employees tend to have a sense of trust in their organization.

In general nurses in Kota and Kabupaten Semarang hospitals felt that the hospital had treated nurses fairly fairly. Judging from the average index value of respondents' answers prove that the hospital has been fair in terms of the distribution of work (eg: work schedules, workloads, salaries). However, in the process of making decisions and policies in hospitals is considered still unfair. According to the head of the department at one of the hospitals in the City and Regency of Semarang said that nurses are considered as a weak party so they must accept the decisions and policies made by the hospital. Therefore, the hospital needs to provide an opportunity for nurses to express their opinions.

Effects of authentic leadership on Organizational Trust

Based on Table 1, the results of the study

show that authentic leadership in organizational trust has an original sample value = 0.33 and a p-value = 0.00. The p-value <0.05 is said to have a significant effect, so H2 is accepted. The path coefficient has a positive value (0.33) indicating that when the head of the room has an authentic leadership style it will increase nurses' trust in the hospital. The results of this study are in line with research conducted by Stander (2015)trust in the organisation and work engagement of employees in the public health care sector.Research purpose: The objectives of this study were to determine whether the leadership style of AL could predict optimism, trust in the organisation and work engagement amongst a large sample of employees from various functions in public hospitals and clinics in Gauteng and to establish whether optimism and trust in the organisation could mediate the relationship between AL and work engagement.Research approach, design and method: A convenience sample of 633 public health employees from various functions within 27 public hospitals and clinics in the province was used in this research. A cross-sectional research design was implemented. Structural equation modelling was utilised to investigate the Authentic Leadership Inventory (ALI which states that authentic leadership is the root of all positive leadership that impacts employee confidence in the organization, because authentic leaders instill a culture of openness in the organization and create social interaction between leaders and employees and share information freely, thereby fostering trust.

In this study, nurses at the City Hospital in Semarang City and District rate that their head of space has a positive leadership style such as an authentic leadership style because it has consistency between what is said with action and has good moral standards in his life. However, there is still not enough room for nurses to actively convey different angles. So the head of the room needs to provide active communication space to the nurse.

Effect of Organizational Justice on Work Engagement

Based on Table 1, the results of the study show that organizational justice at work engagement has an original sample value = 0.26 and p-value = 0.006. The p-value <0.05 is said to have a significant effect, so that H3 is accepted. The path coefficient has a positive value (0.26) indicating that when the hospital treats nurses fairly it will increase work engagement with nurses and vice versa if the hospital does not treat nurses fairly then work engagement with nurses will also decrease.

The results of this study are in line with research conducted by (Hassan & Jubari 2010; Ghosh, 2014; Wan 2018) which states that organizational justice as an organizational level resource is assumed to be an extrinsic motivator of work engagement and able to reduce negative emotions that can inhibits work attachment.

Justice in a work environment such as a hospital is important to be able to keep nurses working at their best in the hospital (Hidayah & Harnoto, 2018). Fostering the perception that hospitals are fair for nurses is very important, this is because if nurses do not feel treated fairly they will foster negative behavior (Ardi & Sudarma, 2015). When the hospital provides the rights of nurses in accordance with the contribution made by the nurse, the nurse will feel that the hospital has fairly fulfilled its rights. Thus, nurses will be able to improve their level of work engagement with hospitals and services for patients to maintain the expected quality of services.

Effect of authentic leadership on work engagement

Based on Table 1, the results of the study show that authentic leadership at work engagement has an original sample value = 0.29 and p-value = 0.009. The p-value <0.05 is said to have a significant effect, so that H4 is accepted. The path coefficient has a positive value (0.29) indicating that when the head of the room has an authentic leadership style it will increase the nurse's work engagement.

The results of this study are in line with research conducted by (Stander, De Beer & Stander, 2015; trust in the organisation and work engagement of employees in the public health care sector.Research purpose: The objectives of this study were to determine whether the leadership style of AL could predict optimism, trust in the organisation and work engagement amongst a large sample of employees from various functions in public hospitals and clinics in Gauteng and to establish whether optimism and trust in the organisation could mediate the relationship between AL and work engagement.Research approach, design and method: A convenience sample of 633 public health employees from various functions within 27 public hospitals and clinics in the province was used in this research. A cross-sectional research design was implemented. Structural equation modelling was utilised to investigate the Authentic Leadership Inventory (ALIKaram, Garner &Li 2017; Oh, Cho & Lim, 2018) which states that the openness of a leader and the consistency between words and actions affect work

engagement. This is because authentic leadership behaves according to values and strives to achieve openness and truth in the relationships of leaders and employees, these leaders demonstrate transparent decision making and by giving good examples of how to stay emotionally and physically attached to their work.

Effect of Organizational Trust on Work Attachment

Based on Table 1, the results show that organizational confidence in work engagement has an original sample value = 0.21 and a p-value = 0.004. The p-value <0.05 is said to have a significant effect, so that H5 is accepted. The path coefficient has a positive value (0.21) indicating that when nurses' trust in the hospital increases, so will the nurse's work engagement.

The results of this study are in line with research conducted by Rodríguez-Sánchez (2014) which states that organizational beliefs represent individual beliefs and expectations about their organizational actions positively influence work engagement which includes enthusiasm, dedication and absorption. This is because employees dedicate themselves to the organization as long as they enjoy a trusting relationship with the organization.

In general, hospital nurses in the City and District of Semarang have a fairly good sense of trust in the hospital. This is evidenced from the index value of the respondents' answers illustrating that nurses believe that the hospital will fulfill their rights. On the other hand, nurses still lack trust in hospital competencies. Therefore, hospitals need to improve their image with programs to improve the quality of services for patients and nurses.

The Effect of Organizational Justice on Work Engagement is mediated by Organizational Trust

Based on Table 2, the results show that organizational justice in engagement with mediated organizational trust has a t-statistic value of 2.768 and a p-value of 0.006, so it can be said that H6 is accepted. organizational justice has a positive and significant influence on work engagement through the role of organizational trust. The direction of the positive relationship shows that the higher organizational justice will foster nurses' trust in their organizations, which in turn will increase work attachment to nurses in RSUD in the City and District of Semarang.

The results of this study are in line with research conducted by Gupta (2014) which sta-

tes that trust is able to mediate the relationship of organizational justice with work engagement. That is because when employees assume that the organization has provided justice for themselves in accordance with what they provide to the organization, employees will always believe that the organization is able to provide the best for its employees so that it fosters positive attitudes and enthusiasm and is physically and emotionally bound to their work (Wulansari, Ranihusna & Wijayanto, 2017).

In this study as a whole nurses hospitals in the City and Regency of Semarang have enough attachment to their work. This is seen from the index value of respondents' answers which illustrates that nurses quite enjoy their work. However, nurses are still lacking enthusiasm in carrying out their work. Nurses assume that their work is tiring and making their work a burden. Therefore, to foster a sense of enthusiasm in nurses it is necessary to increase motivation by for example providing rewards for nurses' achievements.

The Effect of Authentic Leadership on Employment Engagement mediated by Organizational Trust

Based on Table 2, the results of the study show that authentic leadership at work engagement through organizational trust as a mediating variable with a t-statistic value = 2.638 and a p-value of 0.009, it can be said that H7 is accepted. This shows that authentic leadership has a positive and significant influence on work engagement through the role of organizational trust. The direction of the positive relationship indicates that employees who have confidence in the organization will be more receptive to the culture provided through authentic leadership and nurses will be more bound to effectively handle job demands.

The results of this study are in line with research conducted by Stander et al., (2015) who have explored the mediating effects of trust in authentic leadership relationships and work engagement. Leaders have a role to influence employee attitudes and behavior and have a great influence to be able to foster employee confidence in the organization which is then expected to make employees have a high attachment.

CONCLUSIONS AND RECOMMENDATIONS

In this study, researchers found that justice influences work engagement, authentic leadership influences work engagement and the mediating role of organizational trust also has a strong contribution to the effect of organizational justice

and authentic leadership on nurse work engagement. Thus, it can be interpreted that the variable organizational justice and authentic leadership can increase the work engagement of nurses in Kota and Kabupaten Hospital, especially if accompanied by organizational trust.

Implementation for nurses in Kota and Kabupaten Semarang hospitals, namely nurses, is expected to increase the level of work engagement. Efforts that can be done, namely by accepting and carrying out all forms of duties and work, are a matter of pleasure and increase pride in the workforce. With that, nurses will enjoy their work more and can increase morale and can provide quality services to patients.

For the hospital, it is expected that the hospital including the head of the room in order to provide good communication space to nurses so that nurses can convey the conditions of their work as evaluation material in providing services to patients (for example related to facilities, menus, drugs) according to the patient's condition . With that, it will be easier for the hospital to understand what is needed by nurses so that they can achieve common goals. In this study, of course there are still many limitations such as the small number of samples in only two hospitals.

Therefore, in future studies it is expected to conduct research on a broader object such as private hospital nurses or conduct research by comparing public hospitals and private hospitals. In addition, in subsequent studies can test work engagement with other variables that influence it such as organizational support, employe voice.

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