THE EFFECT OF ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE ENGAGEMENT WITH JOB SATISFACTION AS A MEDIATION VARIABLE AT BALI ROYAL HOSPITAL (BROS)

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Abstract:
Along with the development of the healthcare world and increasing demands for quality of service, hospitals need strategies to increase employee engagement for optimal service. Bali Royal Hospital (BROS), Denpasar, as one of the hospitals in Bali, faces the need to understand the factors that affect employee engagement. This study aims to analyze the influence of organizational support and organizational citizenship behavior on employee engagement with job satisfaction as a mediating variable in employees of Bali Royal Hospital (BROS), Denpasar. The population of this study is all employees of Bali Royal Hospital (BROS), Denpasar, as many as 795 people. The sample was determined using the Slovin formula with the purposive sampling technique, so that 89 respondents were obtained. Data was collected through questionnaires, and the analysis technique used was Structural Equation Modeling – Partial Least Squares (SEM-PLS) to test the research hypothesis. The results of the study show that organizational support and organizational citizenship behavior have a positive and significant effect on employee engagement and job satisfaction. Job satisfaction has a positive and significant effect on employee engagement and is able to mediate the influence of organizational support and organizational citizenship behavior on employee engagement. By practical implication, the management of Bali Royal Hospital (BROS) needs to increase organizational support and encourage positive organizational behavior to strengthen employee job satisfaction, which will ultimately increase employee engagement in providing quality service.
Keywords: Organizational Support, Organizational Citizenship Behavior, Job Satisfaction, Employee Engagement

INTRODUCTION

Hospital management in the modern era faces increasingly competitive competition due to technological advancements, increasing patient expectations, strict regulations, and operational complexity. Hospitals are no longer only required to excel in clinical care, but also in efficiency, service innovation, and the ability to manage human resources strategically (Harwanto et al., 2020). Service quality is highly dependent on the quality and welfare of employees, so the creation of a conducive work environment is an important factor in maintaining the sustainability and competitiveness of hospitals (Suhartini et al., 2021; Sutarya et al., 2023).

In this context, employee engagement is an important foundation for the creation of a productive and sustainable organization. Employee engagement reflects an employee's psychological attachment characterized by passion, dedication, and absorption in work, which drives initiative, commitment, and performance beyond formal demands (Noercahyo et al., 2021; Prasetyo et al., 2021; Sutapa et al., 2022). High engagement rates are positively correlated with

productivity, innovation, service quality, and customer satisfaction, including in the context of hospitals (Rajendran & Doraisamy, 2022).

Employee engagement is influenced by various organizational factors, especially organizational support and organizational citizenship behavior (OCB). The perception of organizational support forms a sense of security, trust, and belief that the organization values contributions and cares about the well-being of employees, which ultimately encourages work engagement (Mufarrikhah et al., 2020; Odai et al., 2021; Wowor & Dewi, 2022). However, the research findings show inconsistent results, where some studies have found a significant effect, while other studies have shown an insignificant impact on employee engagement (Kurniawan & Harsono, 2021; Diana & Frianto, 2021; Robingah, 2021).

In addition to organizational support, OCB, as a voluntary behavior that goes beyond formal roles, contributes to organizational effectiveness and strengthens employee bonds with the workplace (Hasanuddin & Syamsuddin, 2020; Hung et al., 2022). A number of studies prove that OCB has a positive effect on employee engagement (Herrysono & Franksiska, 2022; Widowati et al., 2023), although there are also findings that state that the effect is not significant (Darmaeti, 2025). This inconsistency shows the need to consider other variables in explaining the relationship.

Job satisfaction is often positioned as a mediating variable that explains how organizational support and OCB affect employee engagement. Employee support and pro-social behavior have been shown to increase job satisfaction, which further strengthens work engagement (Jankelová et al., 2021; Lee et al., 2023; Ansong, 2024). However, some studies show that job satisfaction is not always able to mediate these relationships, depending on the context and characteristics of the organization (Diana & Frianto, 2021; Park et al., 2024). In the context of hospitals, including Bali Royal Hospital, high workloads and emotional stress reinforce the urgency of managing these factors as they have a direct impact on job satisfaction, engagement, and service quality.

Table 1. Google Review Complaints

No	Problems In Google Reviews	Relevant variables
1	The receptionist is unfriendly, indifferent, and unapologetic for misinformation.	OCB, Job Satisfaction
2	The security guard answered Ketu and did not help the patient who was in difficulty.	OCB, Organizational Support
3	The cashier did not make eye contact and did not respond to a thank you	Employee Engagement
4	The doctor is not on time, the schedule changes suddenly, and there is no clarity from the nurse.	Organizational Support, *Employee Engagement*
5	Handling in the ER is old and confusing	Employee Engagement
6	Service discrimination against BPJS patients or those modestly dressed	OCB
7	The doctor's practice schedule is unclear, and patients are disappointed	Organizational Support
8	The registration officer did not provide complete information	Employee Commitment
9	The receptionist is unfriendly, indifferent, and unapologetic for misinformation.	OCB, Job Satisfaction
10	The security guard answered Ketu and did not help the patient who was in difficulty.	OCB, Organizational Support

Source: Google reviews Bali Royal Hospital (2025)

Based on Table 1, various complaints on Google Review Bali Royal Hospital, such as unfriendly receptionists and security guards and unclear doctors' schedules, indicate problems with OCB, job satisfaction, organizational support, and employee engagement. Suboptimal service behavior reflects low volunteer behavior, satisfaction, and employee involvement, as well as showing weak organizational support for an effective work system. It confirms that employees' perception of organizational support, job satisfaction, and engagement levels have a direct effect on the quality of service felt by patients. In addition, fluctuations in Bali Royal Hospital patient visit data in 2025, presented in Table 2, can also reflect the dynamics of service quality related to the internal conditions of employees.

Table 2. Data on Patient Visits at Bali Royal Hospital in 2025

No	Month	Hospitalization	Outpatient
1	January	1044	15973
2	February	1025	14918
3	March	1091	15626
4	April	882	13563
5	May	999	14899
6	June	961	15328
	Total	17802	280302

Source: Bali Royal Hospital (2025)

Based on Table 2, although the number of patient visits is relatively high, there is a decrease in certain months, which indicates the need to evaluate factors that affect patient confidence and choice. These fluctuations can reflect inconsistencies in service quality related to employee engagement, motivation, and employee satisfaction, which ultimately impact service interactions, hospital reputation, and the number of visits. Therefore, it is important to examine the role of organizational support, OCB, and job satisfaction in shaping employee engagement at Bali Royal Hospital. Based on these conditions, this study is entitled "The Effect of Organizational Support and Organizational Citizenship Behavior on Employee Engagement Mediated by Job Satisfaction at Bali Royal Hospital (BROS)".

Social Exchange Theory. Social exchange theory, or social exchange theory, initiated by Blau (1964), refers to the voluntary actions of individuals motivated by the rewards that are expected to be obtained from the person who brings the reward (Puspitasari, 2013). Social exchange theory is one of the significant theories for understanding workplace behavior from a psychological perspective (Safdar & Liu, 2019). Social exchange theory can be used to explain the relationship between individuals and organizations (Wong & Wong, 2017). Employees who interact more often with their boss will have an increased likelihood of making the relationship stronger (Newman et al., 2017). It makes leadership an important value in social exchange (Chiniara & Bentein, 2016). Li et al. (2019) stated that by using the lens of social exchange theory, employees with higher work engagement will be more likely to bring new ideas to the workplace. Blau (1964) stated that there are four basic concepts of social exchange theory, namely rewards, costs, outcomes, and comparison level.

Employee engagement. Employee engagement is the level of employee involvement, commitment, and satisfaction with their work and organization, which is characterized by enthusiasm, dedication, and energy in work (Harter et al., 2002; Maslach et al., 2001, in Handayani, 2017). Engagement also reflects the emotional and intellectual commitment of employees to contribute and exceed work demands in order to improve organizational performance and

productivity (Bhardwaj et al., 2021). Thus, employee engagement can be understood as a psychological condition that encourages employee attachment, motivation, and a strong desire to contribute to the success of the organization. According to Koeswoyo et al. (2024) and Saputra et al. (2025), the indicators used to measure employee engagement are as follows.

1) Commitment
2) Motivation
3) Emotional Engagement
4) Initiatives
5) Perception of corporate reputation

Organizational Support. Organizational support is an employee's perception of the extent to which the organization values their contributions and cares about their well-being and work (G. Yongxing et al., 2019; Baliartati, 2019; Pratiwi & Muzakki, 2021). This perception is formed from employees' experiences and observations of the organization's treatment, which then fosters trust, positive attitudes, and a sense of belonging towards the organization (Syarifudin et al., 2022). When employees feel high support, they tend to reciprocate with positive attitudes and behaviors, including increased performance and commitment (Purwaningtyas & Septyarini, 2021). Thus, organizational support can be understood as an employee's belief that the organization values their contributions and well-being and encourages positive reciprocal relationships.

The indicators used in this study to measure organizational support refer to research conducted by Robbins & Judge (2019), Hidayanti (2020), and Amirullah (2022), which are as follows:

1) Awards
2) Employer Support
3) Well-being
4) Justice
5) The Relationship of Organizational Support to Employee Engagement

Organizational support is a tangible form of the company's attention to the welfare, needs, and appreciation of employees in the work environment. When employees feel strong organizational support, such as concern for well-being, opportunities for growth, and recognition of their contributions, this increases the employee's emotional and psychological involvement in their work. According to Social Exchange Theory, the reciprocal relationship between employees and the organization is based on the principle of mutual benefit; when the organization provides support, the employee will reciprocate with a positive attitude in the form of loyalty, attachment, and a higher level of involvement in their work (Blau, 1964). Organizational support that employees feel also encourages a sense of belonging and security, which is an important component in increasing employee engagement.

Research conducted by Ariyanti & Pramudiana (2020) found that organizational support has a positive and significant influence on employee engagement, because employees who feel supported are more motivated to be fully involved. In line with that, research conducted by Gupta & Sharma (2021) also proves that good organizational support plays an important role in building employee attachment in the service sector. Similar things are shown by research by Sari et al. (2022), which found that the perception of organizational support contributes positively to employee attachment in Indonesian banking companies. On the other hand, research conducted by Maslach & Leiter (2021) confirms that organizational support is able to reduce work stress and increase employee work engagement, especially in the health sector. Meanwhile, a recent study by Putra & Wulandari (2023) in a private hospital in Bali found that the perception of organizational support has a significant effect on employee engagement, as employees feel valued and involved in

achieving organizational goals. It indicates that the higher the organizational support that employees receive, the higher the level of employee involvement, due to mutual respect and the desire to repay the organization's contribution through increased performance and loyalty.

According to Social Exchange Theory (Blau, 1964), the relationship between the organization and employees is reciprocal; when employees receive support from the organization, they will respond with a positive attitude of job satisfaction, loyalty, and involvement in achieving the organization's goals. A sense of security, value, and recognition from organizational support is an important factor that can increase employee job satisfaction.

Research conducted by Putra & Wulandari (2023) found that organizational support has a positive and significant effect on the job satisfaction of hospital employees in Bali, where employees feel valued and more satisfied with their work. In line with that, research by Gupta & Sharma (2021) also proves that the perception of organizational support is able to increase job satisfaction in the service sector, because the support provided fosters a sense of security and employee attachment. Similar results were shown by a study by van Bogaert et al. (2023) on the health sector in Belgium, which found that the perception of organizational support not only increases job satisfaction but also reduces employee burnout rates. In Indonesia, research conducted by Sari & Hidayat (2022) shows that the perception of organizational support has a significant effect on the job satisfaction of banking employees, especially through awards and career development opportunities. Meanwhile, Park & Kim's (2024) research in the Korean service sector confirms that organizational support felt by employees increases job satisfaction while lowering turnover intention.

It indicates that the higher the organizational support given to employees, the higher the level of job satisfaction felt. Organizational support is not just a facility or policy, but also a form of recognition and reward that can create positive reciprocal relationships. Employees who are satisfied with their work will be more motivated, loyal, and committed to the organization, thus having an impact on improving the company's performance and sustainability. Based on this description, the hypotheses formulated in this study are:

H1: Organizational support has a positive and significant effect on employee engagement
H2: Organizational support has a positive and significant effect on job satisfaction

Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is an employee's voluntary behavior that goes beyond formal duties and is not directly related to the reward system, but contributes significantly to the effectiveness and efficiency of the organization (Alkahtani, 2025; Griffin & Moorhead, 2014; Kocór & Skuza, 2023). OCB includes prosocial actions such as helping colleagues, maintaining harmony in the work environment, and showing loyalty and concern for the organization (Nanjundeswaraswamy & Swamy, 2022; Putri, 2017). This behavior strengthens work relationships, increases commitment, creates a harmonious work atmosphere, and reduces potential turnover (Fatmawati et al., 2022). Thus, OCB can be understood as an extra-role behavior that is carried out voluntarily to support the achievement of organizational goals. Referring to research conducted by Asdar et al. (2025), the indicators used in measuring OCB refer to the dimensions of OCB, which are as follows.

1) Altruism
2) Conscientiousness
3) Courtesy
4) Sportsmanship.
5) Civic virtue

Organizational Citizenship Behavior (OCB) is the voluntary behavior of employees outside of their formal job descriptions that supports the overall effectiveness of the organization. When

employees display OCB behaviors, such as helping colleagues, keeping the work environment conducive, and supporting organizational goals without expecting immediate rewards, it reflects their psychological and emotional attachment to the organization. According to Social Exchange Theory (Blau, 1964), the relationship between employees and the organization is reciprocal. When employees exhibit extra-role behavior (OCB), the organization usually responds by providing rewards, trust, and opportunities for growth. It, in return, encourages employees to be more actively involved in their work, thereby increasing employee engagement rates.

Research conducted by Malik et al. (2024) found that OCB has a positive and significant influence on employee engagement, with psychological capital as one of the factors that strengthen this relationship. In line with that, research by Rasheed & Siddiqui (2023) proves that employees who show OCB are more likely to have a high engagement rate due to increased self-efficacy. Research by Karakose et al. (2023) also found that OCB contributes positively to employee engagement in the education sector, with job satisfaction as a relationship-strengthening factor. Research conducted by Nurhayati & Lestari (2022) shows that OCB has a significant effect on employee engagement in the Indonesian banking industry. In addition, research conducted by Wibowo & Santosa (2021) also confirms that a strong OCB encourages the creation of emotional attachment of employees, thereby increasing their loyalty and involvement in achieving company goals. It indicates that the higher the OCB shown by employees, the higher the level of employee engagement. OCB not only strengthens relationships between individuals in the workplace but also fosters a sense of belonging to the organization, which ultimately has an impact on increasing employee motivation, loyalty, and attachment at work.

According to Social Exchange Theory (Blau, 1964), the relationship between individuals and organizations is based on the principle of reciprocity; when employees show positive behavior in the form of OCB, the organization will provide rewards, recognition, and support. Such reciprocal responses create a sense of appreciation, which ultimately increases employee job satisfaction.

Research conducted by Karakose et al. (2023) found that OCB has a positive and significant effect on teacher job satisfaction in Turkey, as extra-roller behavior helps to create a harmonious work atmosphere. In line with that, research by Malik et al. (2024) also shows that OCB increases job satisfaction through the mediating role of psychological capital and organizational commitment. Research conducted by Nurhayati & Lestari (2022) proves that OCB contributes positively to the job satisfaction of banking employees, especially in the aspects of relationships between colleagues and loyalty. Similar research by Widodo & Santoso (2021) also confirmed that the higher the OCB level shown by employees, the greater their satisfaction with their work because it creates a supportive work environment. In addition, research conducted by Suma & Sapra (2025) in the Indian information technology sector found that OCB is significantly related to job satisfaction, especially when employees feel a culture of mutual help and collaboration.

It indicates that OCB not only provides direct benefits to the effectiveness of the organization but also has a positive psychological impact on the employees themselves. Employees who are used to extra-rolling behavior will feel more appreciated, recognized, and satisfied with their work. Thus, the higher the OCB behavior shown by employees, the higher the job satisfaction felt, because there is a mutually beneficial relationship between employees and the organization. Based on this description, the hypotheses formulated in this study are:

H3: OCB has a positive and significant effect on employee engagement
H4: OCB has a positive and significant effect on job satisfaction

Job Satisfaction. Job satisfaction is an employee's attitude and feelings towards their work that reflects psychological, physical, and work environment conditions, and has a direct effect on

organizational motivation, productivity, and performance (Davidescu et al., 2020). Job satisfaction is related to work situations, relationships between colleagues, rewards, and physical and psychological factors experienced by employees (Afandi, 2018; Handoko, 2020). Satisfied employees tend to show a higher positive attitude, work ethic, dedication, and discipline (Prayogo, 2019; Robbins, 2016). Thus, job satisfaction can be understood as an employee's positive attitude that is reflected in feelings and behaviors towards work as a form of appreciation for important values at work. Referring to research conducted by Sudiyani & Sawitri (2022), Rafiqah et al. (2024) and Aditya & Deviastri (2024), there are five indicators used to measure job satisfaction, which are as follows.

1) Salary
2) Supervision or Relationship with Superiors
3) Additional Allowances
4) Awards
5) The work itself

Job satisfaction is a positive emotional condition that arises when employees feel that the work carried out is in accordance with expectations, needs, and gives proper rewards. Employees who feel job satisfaction tend to have higher motivation, confidence, and loyalty to the organization. Job satisfaction makes employees feel valued and recognized by the company, so they are encouraged to be more actively involved in their work. According to Social Exchange Theory (Blau, 1964), when employees receive job satisfaction in the form of rewards, security, and career development, they will reciprocate in the form of higher commitment, loyalty, and attachment (employee engagement). Thus, job satisfaction is one of the factors that can strengthen employee engagement.

Research conducted by Putri & Rahmawati (2024) found that job satisfaction has a positive and significant effect on employee engagement in tourism sector employees in Bali, because job satisfaction creates a sense of belonging and emotional attachment. In line with that, research by Park & Kim (2024) in Korea shows that high job satisfaction encourages increased employee engagement and decreases turnover intention in the service industry. Similar results were shown by Sari & Hidayat (2022), who found that job satisfaction is an important factor in increasing the engagement of banking employees in Indonesia. Research by van Bogaert et al. (2023) in the European health sector also confirms that job satisfaction is able to strengthen nurses' work engagement by reducing stress levels and burnout. In addition, research by Lestari & Mayasari (2021) in Indonesia's manufacturing sector found that employees who feel satisfied with their jobs tend to be more attached to the organization and show higher levels of engagement.

It indicates that the higher the level of job satisfaction of employees, the more likely they are to demonstrate optimal engagement in the work. Job satisfaction is not just the fulfillment of material needs, but also includes recognition, opportunities for growth, and a sense of appreciation. These factors encourage employees to be more passionate, committed, and involved in achieving organizational goals.

According to Social Exchange Theory (Blau, 1964), the interaction between employees and the organization is reciprocal; when the organization provides adequate support, employees will respond with a positive attitude in the form of higher job satisfaction and full involvement in the work. Thus, job satisfaction plays an important role in determining the influence of organizational support on employee engagement. Research conducted by Varma & Chavan (2021) found that job satisfaction is proven to mediate the influence of perceived organizational support on employee engagement. In line with that, research by Siregar et al. (2022) also confirms that job satisfaction, along with quality of work life, contributes positively to increasing employee engagement of private university lecturers. A similar thing is shown by Kow & Jayanagara (2024), who found that

organizational culture and organizational support are able to increase job satisfaction, which ultimately has an impact on the attachment and performance of health workers. Ansong et al. (2024) in their research also proved that job satisfaction and employee engagement mediate the relationship between leader humility and organizational citizenship behavior, which strengthens the role of job satisfaction as an important mediator in the context of organizational relationships. In addition, research by Raflialdi et al. (2025) on PT. Kereta Api Indonesia also found that organizational support has a significant effect on employee performance through employee engagement mediation, with job satisfaction as one of the factors that strengthen the relationship.

It indicates that job satisfaction is an important bridge in explaining how organizational support can drive employee engagement. Good organizational support increases employee job satisfaction, and ultimately, that job satisfaction strengthens employee engagement with work and organization. High organizational support will increase employee job satisfaction, which has an impact on increasing employee engagement. In other words, job satisfaction is a key factor that ensures that the organizational support provided actually translates into higher work engagement.

Research conducted by Aodton et al. (2021) found a significant relationship between job satisfaction, work engagement, and OCB in the health sector, where job satisfaction is a factor that strengthens the relationship between OCB and engagement. In line with that, research by Adnan et al. (2021) also confirms that OCB can increase job satisfaction, which ultimately has an impact on employee engagement, with burnout as a factor that also affects these relationships. The same thing is shown by Ansong et al. (2024), who found that job satisfaction and employee engagement play an important role as mediators in the relationship between leader humility and OCB, which emphasizes the role of job satisfaction as a mediator in the context of organizational behavior. In addition, research by Hamzah et al. (2023) also found that job satisfaction is closely related to OCB in nurses, where job satisfaction plays a role in linking prosocial behavior with work engagement. Meanwhile, research by Priyanto & Arifin (2024) proves that job satisfaction and employee engagement are simultaneously closely related to OCB among health workers, which shows that job satisfaction is able to strengthen the influence of OCB on employee engagement.

It indicates that job satisfaction is a key factor in explaining how OCB can increase employee engagement. A high OCB will increase employee job satisfaction, and ultimately, that job satisfaction strengthens employee engagement with work and organization. In other words, job satisfaction is an important mechanism that ensures that an employee's extra-role behavior actually translates into higher work engagement.

Based on this description, the hypotheses formulated in this study are:

H5: Job satisfaction has a positive and significant effect on employee engagement
H6: Job satisfaction mediates the influence of organizational support on employee engagement
H7: Job satisfaction mediates the influence of organizational support on employee engagement.

The conceptual framework of the research is described as follows.
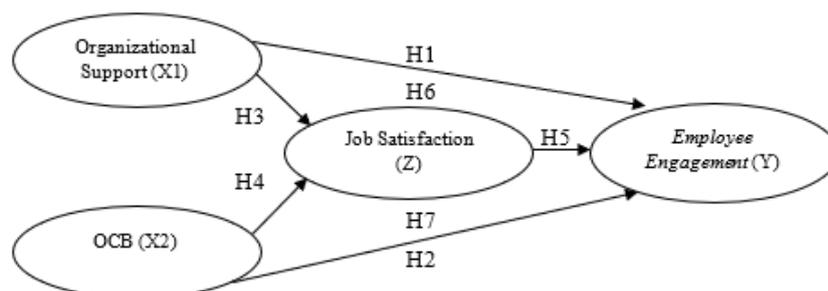
Figure 1. Research Framework of Thought

METHODS

This study was conducted at BROS Hospital using a quantitative approach with an associative design that aims to analyze the influence of organizational support and organizational citizenship behavior (OCB) on employee engagement mediated by job satisfaction at Bali Royal Hospital. According to Sugiyono (2020), quantitative research is based on measurable variables and causal relationships between variables that can be analyzed statistically. The data used in this study are quantitative data obtained from primary sources through respondents' answers to questionnaires related to organizational support, OCB, job satisfaction, and employee involvement. The study population consisted of 795 medical and non-medical employees at Bali Royal Hospital. The sampling technique used is purposive random sampling based on certain criteria, namely permanent employees who have worked for at least one year and medical service employees who directly interact with patients. Based on the Slovin formula with an error tolerance of 10 percent, a total sample of 89 respondents was obtained. Data collection techniques include field surveys through the distribution of questionnaires and literature studies to obtain theoretical references and supporting information relevant to the research problem (Sugiyono, 2019; Sujarweni, 2020). The data analysis technique used is Structural Equation Modeling with Partial Least Squares (SEM-PLS) using SmartPLS version 3. The analysis included the evaluation of the measurement model (outer model) through convergent validity, discriminant validity, composite reliability, and Cronbach's alpha to assess the validity and reliability of the construct (Ghozali, 2018). The structural model (inner model) was evaluated using R-square (R^2, Q^2 predictive relevance, and Goodness of Fit (GoF) to assess predictive ability. Hypothesis testing was carried out using the bootstrapping method of resampling with t-statistics and p-values, where the hypothesis is accepted if the t-statistic exceeds the critical value and the p-value is below 0.05 (Ghozali, 2018).

RESULT AND DISCUSSION

Respondent Characteristics. The characteristics of the respondents showed that the majority of employees of Bali Royal Hospital (BROS) were women (57.30%), were in the productive age of 31-40 years (41.57%), and were dominated by medical and nursing personnel who played a direct role in patient services. Most of the respondents were educated in the field (67.42%), which reflects a relatively high level of education in the workforce.

Evaluation Results of Measurement Model (Outer Model).

1. Parameter Significance. A small p-value indicates that the indicator can significantly measure or explain its construct (Hair et al., 2010). The results obtained a significance value of <0.001 for all indicators, indicating that every indicator can substantially measure its construct. The significance values of each indicator are shown in Table 3.

a. Loading factor. The value of the loading factor indicates the indicator's relationship with its latent construct. Hair et al. (2010) suggest that factor loading estimates should be higher than 0.5. The findings demonstrated that the loading factor value for each indicator was greater than 0.5, indicating that each indicator accurately captures its corresponding latent construct. The loading factor values of each indicator are shown in Table 3.

b. Average Variance Extracted (AVE). AVE indicates the degree of convergence of all indicators against the measured latent construct. AVE values above 0.5 indicate adequate convergence (Hair et al., 2010). Table 3 showed that every construct had an AVE value of more than 0.5, indicating sufficient convergence for all constructs.

c. Composite Reliability (CR). CR values indicate internal consistency; CR values above 0.7 reflect good reliability (Hair et al., 2010). The results in Table 3 indicate that the CR value for each construct was at least 0.8. It indicates that all indicators consistently reflect the same underlying construct.

Table 3. Validity and Reliability Test Results

Construct	Indicators	p-value	Loading factor	AVE	CR
Organizational Support	Awards	<0.001	0,875	0,748	0,937
	Employer Support	<0.001	0,881		
	Well-being	<0.001	0,901		
	Justice	<0.001	0,866		
	The Relationship of Organizational Support to *Employee Engagement*	<0.001	0,800		
Organizational Citizenship Behavior	*Altruism*	<0.001	0,906	0,780	0,934
	Conscientiousness	<0.001	0,844		
	Courtesy	<0.001	0,912		
	Sportsmanship.	<0.001	0,869		
	Civic virtue	<0.001	0,883		
Job Satisfaction	Salary	<0.001	0,909	0,781	0,947
	Supervision or Relationship with Superiors	<0.001	0,916		
	Additional Allowances	<0.001	0,912		
	Awards	<0.001	0,858		
	The work itself	<0.001	0,915		
Employee Engagement	Commitment	<0.001	0,838	0,802	0,953
	Motivation	<0.001	0,874		
	Emotional Engagement	<0.001	0,895		
	Initiatives		0,896		
	Perception of *corporate reputation*		0,875		

2. Discriminant Validity. Measurement of the validity of indicators – indicators that form latent variables- can also be done through discriminant validity. Discriminating validity can be done by comparing the AVE Root Coefficient (√AVE or Square Root Average Variance Extracted) of each variable with the correlation values between variables in the model. A variable is said to be valid if the root of AVE (√AVE or Square root Average Variance Extracted) of each construct is greater than the correlation value between the constructs (Lathan & Ghozali, 2012:78).

Table 4. Discriminant Validity Test

	Support Organization (X1)	Employee Commitment (Y)	Satisfaction Work (Z)	OCB (X2)
Organizational Support (X1)	**0,865**			
Employee engagement (Y)	0,842	**0,896**		
Job Satisfaction (Z)	0,835	0,877	**0,884**	
OCB (X2)	0,888	0,858	0,853	**0,883**

Table 4 shows that the value of the construct indicator index in each block has shown a value greater than the value of other construct indicators in the same block. The organizational support block shows a value of 0.865, and the employee engagement block shows a value of 0.869. Furthermore, in the job satisfaction block, it showed a value of 0.884, and in the OCB block showed a value of 0.883. It shows that the indicator is declared valid based on the criteria of discrimination validity.

Structural Evaluation Results (Structural Model/Inner Model), Hypothesis Testing. The results of testing the direct and indirect effect hypotheses in this study are presented in Table 5.

Table 5. Results of Hypothesis Testing

Construct	Path Coefficient	P value	Information
Organizational Support (X1) -> *Employee engagement* (Y)	0,205	0,046	Significant
OCB (X2) -> *Employee engagement* (Y)	0,272	0,043	Significant
Organizational Support (X1) -> Job Satisfaction (Z)	0,369	0,012	Significant
OCB (X2) -> Job Satisfaction (Z)	0,525	0,000	Significant
Job Satisfaction (Z) -> *Employee engagement* (Y)	0,474	0,000	Significant
Organizational Support (X1) -> Job Satisfaction (Z) -> *Employee engagement* (Y)	0,175	0,038	Partially mediate
OCB (X2) -> Job Satisfaction (Z) -> *Employee engagement* (Y)	0,249	0,015	Partially mediate

R^2 *Employee engagement*: 0,821
R^2 Job Satisfaction: 0,756
Q^2: 0,956

Based on the tests presented in Table 5, it can be seen that the effect of organizational support on employee engagement results in a positive path coefficient of 0.205 and a p-value of 0.046. The test results showed that the path coefficient was positive and p-value = 0.046 < 0.05, so that H1 was accepted. It means that organizational support has a positive and significant effect on employee engagement at BROS Hospital. Based on the tests presented in Table 5, it can be seen that the influence of OCB on employee engagement results in a path coefficient with a positive value of 0.272 and a p-value of 0.043. The test results showed that the path coefficient had a positive value and p-value = 0.043 < 0.05, so that H2 was accepted. It means that OCB has a positive and significant effect on employee engagement at BROS Hospital. Based on the tests presented in Table 5, it can be seen that the effect of organizational support on job satisfaction results in a path coefficient with a positive value of 0.369 and a p-value of 0.012. The results of the test showed that the path coefficient was positive and p-value = 0.012 < 0.05, so that H3 was accepted. It means that organizational support has a positive and significant effect on employee job satisfaction at BROS Hospital. Based on the tests presented in Table 5, it can be seen that the influence of OCB on job satisfaction results in a path coefficient with a positive value of 0.525 and a p-value of 0.000. The test results showed that the path coefficient was positive and p-value = 0.000 < 0.05, so that H4 was accepted. It means that OCB has a positive and significant effect on employee job satisfaction at BROS Hospital. Based on the tests presented in Table 5, it can be seen that the effect of job satisfaction on employee engagement results

in a positive path coefficient of 0.474 and a p-value of 0.000. The results of the test showed that the path coefficient was positive and p-value = 0.000 < 0.05, so that H5 was accepted. It means that job satisfaction has a positive and significant effect on employee engagement at BROS Hospital.

Based on the tests presented in Table 5, it can be seen that the effect of organizational support on employee engagement through job satisfaction produces a positive specific indirect effect coefficient of 0.175, a t-statistic of 2.078 and a probability value of 0.038. The results of the test showed that the path coefficient was positive and p-value = 0.038 < 0.05, so that H6 was accepted. Job satisfaction is able to mediate the influence of organizational support on employee engagement at BROS Hospital. In other words, there is an influence of organizational support on employee engagement through job satisfaction. Based on Table 5, the direct relationship of organizational support to employee engagement is significant without involving mediation variables; this means that the nature of mediation provided by the job satisfaction variable is partial mediation. Based on the tests presented in Table 5, it can be seen that the influence of OCB on employee engagement through job satisfaction produces a positive specific indirect effect coefficient of 0.249 and a p-value of 0.015. The test results showed that the path coefficient was positive and p-value = 0.015 < 0.05, so that H7 was accepted. It means that job satisfaction is able to mediate the influence of OCB on employee engagement at BROS Hospital. In other words, there is an influence of OCB on employee engagement through job satisfaction. Based on Table 5, OCB's direct relationship to employee engagement is significant without involving mediation variables; this means that the nature of mediation provided by the job satisfaction variable is partial mediation.

Table 5 shows that the R2 value of employee engagement is 0.821, which is based on Chin's criteria (Lathan and Ghozali, 2012:85); the model is a strong model criterion. It means that the variation in organizational support, OCB, and job satisfaction variables was able to explain the variation in employee engagement by 82.1 percent, while 17.9 percent was explained by variations in other variables outside the analyzed model. Table 5 also shows that the R2 value of job satisfaction is 0.756, which is based on the Chin criteria (Lathan and Ghozali, 2012:85); the model is a strong model criterion. It means that the variation of organizational support variables and OCB is able to explain the variation in the work satisfaction variable by 75.6 percent, while 24.4 percent is explained by the variation of other variables outside the analyzed model. Based on Table 5, the model of the estimation results is included in the strong criteria, meaning that 95.6 percent of endogenous construct variations, namely employee engagement, can be predicted by exogenous construct variations, namely organizational support, OCB, and job satisfaction.

The Effect of Organizational Support on Employee Engagement at BROS Hospital. Based on the analysis of data that has been carried out on the influence of organizational support on employee engagement, this study found that organizational support has a positive and significant effect on employee engagement at Bali Royal Hospital (BROS). It means that the higher the level of support felt by employees from the hospital, the greater their attachment and enthusiasm for work. Strong organizational support creates a feeling of being valued, cared for, and recognized by the company, which ultimately encourages employees to engage emotionally and professionally in achieving the organization's goals. The results of this study strengthen the Social Exchange Theory, which explains that the mutual relationship between the organization and employees is based on the principle of mutual benefit. When organizations show care through tangible support such as rewards, fairness, and well-being, employees will respond by increasing commitment, dedication, and engagement in their work. In other words, employees who feel supported will be encouraged to "repay" the organization's positive treatment by showing greater loyalty and contribution.

This research is in line with the findings of Ariyanti & Pramudiana (2020), which show that organizational support has a positive effect on employee engagement because employees who feel valued tend to be more motivated to be fully involved in work. Gupta & Sharma (2021) reinforce these results by stating that organizational support is an important factor in building employee engagement in the service sector. Similarly, Sari et al. (2022) found that the perception of organizational support contributes positively to employee engagement in the Indonesian banking industry. Maslach & Leiter (2021) also emphasized that organizational support can reduce work stress while increasing engagement, especially in the health sector. These findings are also in line with research by Putra & Wulandari (2023) in a private hospital in Bali, which shows that organizational support has a significant effect on employee engagement because employees feel valued and involved in achieving organizational goals.

The results of this study emphasized that at BROS Hospital, organizational support manifested through appreciation for achievements, attention to welfare, fairness in treatment, and support from superiors has an important role in shaping employee work attachment. Employees who feel the support of the organization will be more enthusiastic, highly committed, and take the initiative to work to provide the best service for patients and support the achievement of the hospital's overall vision.

The Effect of Organizational Support on Employee Job Satisfaction at BROS Hospital. Based on the analysis of data that has been carried out on the influence of organizational support on job satisfaction, this study found that organizational support has a positive and significant effect on employee job satisfaction at Bali Royal Hospital (BROS). It means that the higher the level of support provided by the organization to employees, the greater the satisfaction that employees feel with their work. Good organizational support creates a conducive work environment, fosters a sense of appreciation, and strengthens social relationships in the workplace. It encourages employees to be more excited, committed, and to give their best performance in carrying out their professional responsibilities in the hospital. The results of this study reinforce the Social Exchange Theory, which explains that the relationship between an organization and its employees is based on the principle of reciprocity. When an organization shows care through tangible support such as reward, fairness, and concern for well-being, employees will respond with a sense of satisfaction, higher loyalty, and a commitment to contribute to the organization's success. In the context of hospitals, strong organizational support not only improves the psychological well-being of employees but also has an impact on improving the quality of service to patients.

This research is in line with the results of research by Putra & Wulandari (2023), which found that organizational support has a positive and significant effect on the job satisfaction of hospital employees in Bali, where employees who feel valued tend to be more satisfied with their work. Gupta & Sharma (2021) also prove that the perception of organizational support is able to increase job satisfaction in the service sector because the support fosters a sense of security and emotional attachment in employees. Van Bogaert et al. (2023), in their research on the health sector in Belgium, found that organizational support not only increases job satisfaction but also reduces the level of burnout of health workers. Similar results were also obtained by Sari & Hidayat (2022) in the Indonesian banking sector, which shows that the perception of organizational support has a significant effect on job satisfaction, especially through awarding and career development opportunities. In addition, Park & Kim (2024) in the Korean service sector also emphasized that good organizational support increases job satisfaction while lowering employee turnover intention.

The results of this study confirm that at Bali Royal Hospital (BROS), organizational support has an important role in increasing employee job satisfaction. Support manifested through

appreciation for performance, good working relationships with superiors, fairness in treatment, and attention to employee welfare can create a feeling of respect and safety in the work environment. Employees who feel supported will be more satisfied, excited, and show high loyalty to the organization.

The Influence of OCB on Employee Engagement at BROS Hospital. Based on the analysis of data that has been carried out on the influence of OCB on employee engagement, this study found that OCB has a positive and significant effect on employee engagement at Bali Royal Hospital (BROS). It means that the higher the organizational citizenship behavior shown by employees, the greater the level of attachment and enthusiasm they have in supporting the achievement of organizational goals. OCB reflects employee voluntary behavior that goes beyond formal responsibilities, such as helping colleagues, maintaining team harmony, and adhering to organizational values. These behaviors play an important role in creating a conducive work environment, increasing cooperation, and building strong emotional engagement between employees and the organization.

The results of this study strengthen the Social Exchange Theory, which explains that the mutual relationship between employees and the organization is based on the principle of mutual benefit. When employees exhibit OCB behavior, such as helping coworkers or showing loyalty to the organization, they will feel satisfaction and social support from the work environment. This feeling of being valued then encourages an increase in employee engagement with the organization. Thus, OCB not only strengthens social relationships between individuals but also increases a sense of belonging and responsibility for the success of the organization.

This study is in line with the findings of Malik et al. (2024), who found that OCB has a positive and significant effect on employee engagement, with psychological capital as a factor that strengthens the relationship. Rasheed & Siddiqui (2023) also prove that employees who have high OCB behaviors tend to have better engagement rates due to increased self-confidence and self-efficacy. Karakose et al. (2023) show that OCB contributes positively to employee engagement in the education sector, where job satisfaction strengthens the relationship between the two. Nurhayati & Lestari (2022) also found that OCB has a significant effect on employee engagement in the Indonesian banking industry, while Wibowo & Santosa (2021) affirm that OCB encourages high emotional attachment and increases employee loyalty to the organization.

The results of this study confirm that at BROS Hospital, the application of high OCB behavior is an important factor in forming employee work attachment. Employees who show caring, discipline, and mutual respect and actively participate in organizational activities will feel more involved and have emotional responsibility for their work. A strong OCB not only creates harmonious working relationships but also increases the enthusiasm, commitment, and dedication of employees in providing the best service for patients and supporting the achievement of the hospital's vision and mission in a sustainable manner.

The Effect of OCB on Employee Job Satisfaction at BROS Hospital. Based on the analysis of data that has been carried out on the influence of OCB on job satisfaction, this study found that OCB has a positive and significant effect on employee job satisfaction at Bali Royal Hospital (BROS). It means that the higher the organizational citizenship behavior shown by employees, the higher the level of job satisfaction they feel. In the context of hospitals, OCB is an important factor because it describes the willingness of employees to play a role beyond just formal demands of the job, such as helping colleagues, maintaining a harmonious work environment, and demonstrating moral responsibility to the organization. These findings reinforce Social Exchange Theory, which explains that relationships between individuals and organizations are built on a mutual basis. When

employees exhibit extra behaviors such as helping colleagues or supporting selfless organizational goals (OCBs), they will experience positive rewards in the form of social rewards, recognition, and a pleasant work atmosphere, which has an impact on increased job satisfaction.

The results of this study are in line with the findings of Karakose et al. (2023), which show that OCB has a positive and significant effect on teacher job satisfaction in Turkey, as extra-role behavior helps to create a harmonious and supportive work atmosphere. Research by Malik et al. (2024) also proves that OCB can increase job satisfaction through increasing psychological capital and organizational commitment. Similar findings were obtained by Nurhayati & Lestari (2022) in the banking sector in Indonesia, which shows that mutually helpful behavior and loyalty between colleagues contribute to job satisfaction. Widodo & Santoso (2021) also found that the higher the level of OCB of employees, the higher their job satisfaction due to the creation of a positive and supportive work environment. Furthermore, Suma & Sapra's (2025) research in the Indian information technology sector also confirms that OCB-driven collaborative work culture significantly improves employee job satisfaction.

The results of this study emphasize that in a work environment such as BROS Hospital, good organizational civic behavior is an important foundation in increasing employee job satisfaction. When employees feel that their work environment is positive, mutually supportive, and collaboration-oriented, they will be more satisfied with their work and committed to providing the best performance for the organization.

The Effect of Job Satisfaction on Employee Engagement at BROS Hospital. Based on the analysis of data that has been carried out on the influence of job satisfaction on employee engagement, this study found that job satisfaction has a positive and significant effect on employee engagement at Bali Royal Hospital (BROS). It means that the higher the level of satisfaction felt by employees with their work, the higher the level of engagement they show towards the organization. In the hospital context, job satisfaction is an important element that determines the extent to which employees feel motivated, committed, and emotionally engaged in providing the best possible service to patients and supporting organizational goals. These findings reinforce the Social Exchange Theory, which states that relationships between individuals and organizations are built on the basis of reciprocity. When employees feel job satisfaction through positive experiences such as recognition, boss support, and a comfortable work environment, they are more likely to respond with positive behaviors such as increased work engagement, loyalty, and commitment to the organization. At BROS Hospital, when employees are satisfied with the interpersonal relationships and awards they receive, they will show greater dedication and morale to provide the best service to patients and support the hospital's reputation.

The results of this study are in line with the findings of Putri & Rahmawati (2024), who found that job satisfaction has a positive and significant effect on employee engagement in tourism sector employees in Bali, because job satisfaction creates a sense of belonging and emotional attachment to the organization. In line with that, Park & Kim's (2024) research in Korea also shows that high job satisfaction not only increases employee engagement but also decreases turnover intention in the service industry. Research by Sari & Hidayat (2022) also supports these results by finding that job satisfaction is an important factor in increasing the work engagement of banking employees in Indonesia. The same is proven by van Bogaert et al. (2023) in the context of healthcare workers in Europe, where job satisfaction has been shown to strengthen nurse engagement by reducing stress and burnout. In addition, Lestari & Mayasari's (2021) research in Indonesia's manufacturing sector also shows that employees who feel satisfied with their jobs have higher levels of engagement and stronger loyalty to the organization.

The results of this study emphasized that at Bali Royal Hospital (BROS), job satisfaction is a factor that shapes and strengthens employee engagement. When employees feel satisfied with their work, receive support from their superiors, and receive the recognition they deserve, they will be more motivated, committed, and emotionally engaged in supporting the hospital's vision and mission. It shows that continuous improvement in job satisfaction will be an effective strategy in creating employees who are energetic, highly dedicated, and loyal to the organization.

The Role of Job Satisfaction in Mediating the Influence of Organizational Support on Employee Engagement at BROS Hospital. Based on the results of the analysis that has been carried out, it is shown that job satisfaction is able to mediate part of the influence of organizational support on employee engagement at Bali Royal Hospital (BROS). It is shown by the results of significant indirect effect testing, where organizational support has a positive effect on job satisfaction, and job satisfaction has a positive effect on employee engagement. It means that job satisfaction plays a role as a mechanism or path that is taken in channeling the influence of organizational support on the level of employee attachment to work and their organization. In other words, when employees feel strong organizational support, such as attention from their superiors, appreciation for contributions, and the availability of facilities and a comfortable work environment, it will increase employee job satisfaction. The job satisfaction that is formed then becomes a psychological process that encourages the emergence of higher work involvement, both in the form of commitment, motivation, and work initiatives.

Based on the test results, it is also known that the direct relationship between organizational support and employee engagement is significant, although the indirect influence through job satisfaction is also significant. It shows that job satisfaction acts as a partial mediator, which means that some of the influence of organizational support on employee engagement is channeled through job satisfaction as an intermediary channel, while others occur directly. Thus, organizational support not only increases employee attachment directly through a sense of security and value, but also through the process of increasing job satisfaction, which becomes a psychological stage before the formation of an employee's emotional attachment to their work. These findings are in line with research by Varma and Chavan (2021), which found that job satisfaction is proven to mediate the influence of perceived organizational support on employee engagement. In line with that, Siregar et al. (2022) also emphasized that job satisfaction and quality of work life contribute positively to increasing employee engagement of private university lecturers. Similar results were shown by Kow and Jayanagara (2024), who found that organizational culture and organizational support are able to increase job satisfaction, which further has an impact on the attachment and performance of health workers. Ansong et al. (2024) also prove that job satisfaction and employee engagement mediate the relationship between leader humility and organizational citizenship behavior, which shows that job satisfaction functions as a psychological process pathway in channeling the influence of organizational variables on positive work behavior. In addition, research by Raflialdi et al. (2025) on PT Kereta Api Indonesia shows that organizational support has a significant effect on employee performance through work engagement mechanisms, with job satisfaction as one of the important stages in the process.

Thus, the results of this study emphasize that in the context of Bali Royal Hospital (BROS), job satisfaction has a strategic role as an intermediary path that is passed in the relationship between organizational support and employee engagement. When hospitals are able to provide real support in the form of attention to welfare, appreciation for achievements, and harmonious working relationships, employees will feel better job satisfaction. This job satisfaction then becomes a process

that leads to the formation of an emotional attachment to the organization, which is reflected in the commitment, motivation, and active participation of employees in achieving the hospital's goals.

The Role of Job Satisfaction in Mediating the Influence of OCB on Employee Engagement at BROS Hospital. Based on the results of the analysis that has been carried out, it is shown that job satisfaction is able to mediate part of the influence of organizational citizenship behavior (OCB) on employee engagement at Bali Royal Hospital (BROS). It is shown by the results of significant indirect effect testing, where OCB has a positive effect on job satisfaction, and job satisfaction has a positive effect on employee engagement. It means that job satisfaction plays a role as a mechanism or path that is taken in channeling the influence of organizational civic behavior on the level of employee attachment to work and organization. In other words, when employees voluntarily exhibit positive behaviors such as helping colleagues, obeying rules without supervision, and taking the initiative in completing tasks outside of their formal responsibilities, these behaviors will increase a positive work experience and encourage job satisfaction. Job satisfaction that arises then becomes a psychological process that leads to increased employee work involvement, both in the form of work morale, commitment, and active participation in the organization.

Based on the test results, it is also known that the direct relationship between OCB and employee engagement is significant, although the indirect influence through job satisfaction is also significant. It shows that job satisfaction acts as a partial mediator, which means that some of OCB's influence on employee engagement is channeled through job satisfaction as an intermediary, while others still occur directly. Thus, high organizational citizenship behavior not only gives rise to work involvement through a sense of responsibility, social concern, and commitment to the organization, but also through psychological stages in the form of increased job satisfaction, which then encourages emotional attachment to work. These findings also show that employees at Bali Royal Hospital (BROS) who have a high OCB level tend to feel better job satisfaction due to a collaborative, mutually supportive, and patient-service-oriented work environment. This satisfaction then becomes a process that leads to the formation of strong work attachments, where employees work not only out of formal obligations but also out of a sense of pride and concern for the organization as a health service institution. Thus, OCB contributes to work engagement through the stages of job satisfaction as a psychological mechanism that employees go through.

The findings of this study are in line with the research of Aodton et al. (2021), which found a significant relationship between job satisfaction, work engagement, and OCB in the health sector, where job satisfaction functions as a mediator in these relationships. In line with that, Adnan et al. (2021) also emphasized that OCB can increase job satisfaction, which further has an impact on increasing employee engagement, with burnout as a factor that also affects these relationships. Similar results were shown by Ansong et al. (2024), who found that job satisfaction and employee engagement play an important role as mediators in the relationship between leader humility and OCB, which strengthens the role of job satisfaction as a psychological process pathway in organizational behavior. In addition, research by Hamzah et al. (2023) also found that job satisfaction is closely related to OCB in nurses, where job satisfaction is an important stage in linking prosocial behavior with work engagement. Meanwhile, Priyanto and Arifin (2024) prove that job satisfaction and employee engagement are simultaneously closely related to OCB among health workers, which shows that job satisfaction is a mechanism that channels the influence of organizational civic behavior on employee engagement.

The results of this study confirm that at Bali Royal Hospital (BROS), job satisfaction has a strategic role as an intermediary path that is passed in the relationship between OCB and employee engagement. When employees voluntarily demonstrate organizational civic behaviors such as

helping colleagues, maintaining a work environment, and being oriented towards common interests, they not only increase the effectiveness of the organization but also build a positive work experience that leads to job satisfaction. The job satisfaction then becomes a process that directs the formation of commitment and emotional involvement to the organization, so that employees become more enthusiastic, initiative, and loyal in providing the best service for patients and hospitals.

CONCLUSION

In the midst of the demands of service quality and employee involvement in hospitals, employee engagement is an important factor that can drive optimal performance and service. This study aims to analyze the influence of organizational support and organizational citizenship behavior (OCB) on employee engagement with job satisfaction as a mediating variable in employees of Bali Royal Hospital (BROS), Denpasar. The results of the study show that organizational support and OCB have a positive and significant effect on employee engagement and job satisfaction, and job satisfaction has a positive and significant effect on employee engagement. In addition, job satisfaction can mediate the influence of organizational support and OCB on employee attachment. Based on the findings, the management of Bali Royal Hospital (BROS) is advised to improve employee welfare programs, strengthen a culture of compliance and supervision of SOPs, evaluate a system of performance-based bonuses and benefits, and create a work environment that encourages initiative and self-development. This effort is important to reinforce employees' perception that the organization cares about their well-being, while increasing employee motivation and attachment to work and the organization. The limitation of this study lies in the scope of the sample, which is limited to one hospital, so the generalization of the results of the study is still limited. Further research is suggested to add other variables that can affect employee engagement, such as leadership style and intrinsic motivation, as well as to expand the research object to other hospitals or different health care sectors. Thus, follow-up research is expected to make a more comprehensive contribution to understanding the factors that shape employee engagement in the hospital environment.

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