

## ABSTRAK

Indonesia memiliki potensi industri maritim yang sangat besar karena terdiri dari ribuan pulau dan memiliki garis pantai yang sangat panjang, sehingga membuat Indonesia memiliki sumber daya alam laut yang melimpah. Galangan kapal sangat penting bagi perkembangan industri maritim Indonesia, industri galangan kapal membangun dan memperbaiki kapal, menciptakan lapangan kerja, mengembangkan teknologi baru, membantu menjaga keamanan serta ekonomi negara. PT. Waruna Shipyard Indonesia berkedudukan di jalan Bagan Deli Lama No.1, Belawan, Sumatera Utara merupakan perusahaan yang bergerak di bidang galangan kapal (shipyard) yang telah berdiri sejak tahun 1990. Saat ini PT. Waruna Shipyard Indonesia memiliki 6 *dry dock* dengan kapasitas mulai dari 1.000 sampai dengan 100.000 *deadweight tonnage* (DWT) yang menjadikan PT. Waruna Shipyard Indonesia sebagai salah satu perusahaan galangan kapal terbesar di Indonesia.

Penelitian ini ditujukan untuk menganalisa pengaruh variabel *perceived organizational support*, *organizational justice*, *servant leadership* terhadap *employee engagement* dan *organizational citizenship behavior* pada PT. Waruna Shipyard Indonesia. Sampel yang digunakan pada penelitian ini yaitu berdasarkan data dari 92 responden karyawan PT. Waruna Shipyard Indonesia yang memiliki status karyawan tetap, bekerja minimal 1 tahun serta memiliki posisi jabatan *Group Leader* sampai dengan *Manager*. Pengolahan dan penganalisaan data dalam penelitian ini menggunakan software SPSS versi 24.0 dan pengujian model penelitian dengan menggunakan teknik analisis jalur (*path analysis*).

Temuan empiris tersebut mengindikasikan bahwa *perceived organizational support* berpengaruh signifikan terhadap *employee engagement* dengan koefisien jalur 0,282; *organizational justice* berpengaruh signifikan terhadap *employee engagement* dengan koefisien jalur 0,292; *servant leadership* berpengaruh signifikan terhadap *employee engagement* dengan koefisien jalur 0,389; *perceived organizational support* berpengaruh signifikan terhadap *organizational citizenship behavior* dengan koefisien jalur 0,225; *organizational justice* berpengaruh signifikan terhadap *organizational citizenship behavior* dengan koefisien jalur 0,193; *servant leadership* berpengaruh signifikan terhadap *organizational citizenship behavior* dengan koefisien jalur 0,198; *employee engagement* berpengaruh signifikan terhadap *organizational citizenship behavior* dengan koefisien jalur 0,373; *perceived organizational support* berpengaruh signifikan terhadap *organizational citizenship behavior* melalui *employee engagement* dengan koefisien jalur 0,105; *organizational justice* berpengaruh signifikan terhadap *organizational citizenship behavior* melalui *employee engagement* dengan koefisien jalur 0,109; *servant leadership* berpengaruh signifikan terhadap *organizational citizenship behavior* melalui *employee engagement* dengan koefisien jalur 0,145.

**Kata Kunci:** *Perceived Organizational Support, Organizational Justice, Servant Leadership, Employee Engagement, Organizational Citizenship Behavior.*

## **ABSTRACT**

*Indonesia has a huge maritime industry potential because it consists of thousands of islands and has a very long coastline, making Indonesia has abundant marine natural resources. Shipyards play a pivotal role in the advancement of Indonesia's maritime sector, as they construct and repair vessels, generate employment opportunities, facilitate the development of innovative technologies, and contribute to both national security and the economy. PT. Waruna Shipyard Indonesia, situated on Bagan Deli Lama Street No.1, Belawan, North Sumatra, is a shipyard company established since 1990. Presently, PT. Waruna Shipyard Indonesia operates six dry docks with capacities ranging from 1,000 to 100,000 deadweight tonnage (DWT), positioning it as one of the largest shipyard companies in Indonesia.*

*This research aims to analyze the impact of perceived organizational support, organizational justice, and servant leadership on employee engagement and organizational citizenship behavior at PT. Waruna Shipyard Indonesia. The sample for this study consists of 92 employee respondents of PT. Waruna Shipyard Indonesia who hold permanent employment status, have worked for a minimum of one year, and occupy positions from Group Leader to Manager. Data processing and analysis for this study employ SPSS software version 24.0, and the research model is tested using path analysis techniques.*

*The empirical findings indicate that perceived organizational support significantly influences employee engagement with a path coefficient of 0.282; organizational justice has a significant influences on employee engagement with a coefficient of 0.292; servant leadership significantly influences employee engagement with a coefficient of 0.389; perceived organizational support significantly influences organizational citizenship behavior with a coefficient of 0.225; organizational justice has a significant influences on organizational citizenship behavior with a coefficient of 0.193; servant leadership significantly affects organizational citizenship behavior with a coefficient of 0.198; employee engagement significantly influences organizational citizenship behavior with a coefficient of 0.373; perceived organizational support significantly influences organizational citizenship behavior through employee engagement with a coefficient of 0.105; organizational justice has a significant influences on organizational citizenship behavior through employee engagement with a coefficient of 0.109; and servant leadership significantly influences organizational citizenship behavior through employee engagement with a coefficient of 0.145.*

**Keywords:** *Perceived Organizational Support, Organizational Justice, Servant Leadership, Employee Engagement, Organizational Citizenship Behavior*