

## Supportive leadership and voice behavior: The mediating role of work engagement



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### ABSTRACT

This study examines how supportive leadership, through the influence of work engagement, affects the voice behavior of correctional officers in Aceh's Ministry of Law and Human Rights. A total of 158 officers participated by completing questionnaires distributed via Google Forms over different time periods. All proposed hypotheses were confirmed. The results emphasize the significance of understanding these factors for organizational success and enhancing employee engagement. Correctional officers in Aceh benefit from supportive leadership, which improves work quality and increases their willingness to share opinions on work-related matters.

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### 1. Introduction

To drive employees to respond well through employee voice behavior, an organization's desire to produce high-quality work and efficacy is required. Organizations require proactive employees who take full responsibility for the organization's effectiveness (Pratama et al., 2023), and improving voice behavior is one approach to do this. Employees' thoughts or suggestions on work-related issues that attempt to improve organizational efficiency are voice behavior (Chen et al., 2020).

Employees must be able to interact with environmental difficulties without fear of sharing information and knowledge and proclaim their own and their teams' beliefs (Elsaied, 2019b). Voice behavior is crucial for organizations (Qi and Ming-Xia, 2014). Supporting employees to express their views passionately and provide suggestions on critical issues can improve workplace quality and efficiency (Shih and Wijaya, 2017). Furthermore, it is directly linked to the organization's existence and progress (Li and Tian, 2016). Leadership support is associated with increased subordinate retention, well-being, and performance and reduced psychological issues such as depression, anxiety, and post-traumatic stress disorder (Ho, 2017). It is

hoped that the support of leaders will encourage correctional personnel at Aceh's Ministry of Law and Human Rights to take the initiative and be proactive.

The challenge for today's organizations is to solve workplace challenges by keeping employees interested in their work and dedicated to the organization (Garg and Singh, 2020; Tepayakul and Rinthaisong, 2018). This challenge is further exacerbated when dealing with highly demanding tasks, particularly within correctional institutions. The situation is compounded by issues of overcrowding and a shortage of personnel to oversee the inmates (Raharjo et al., 2024; Saputra et al., 2023). Additionally, the COVID-19 pandemic has imposed additional limitations on the operational capacities of correctional facilities overall, requiring physical separation between all correctional unit parties to maintain health protocols. One policy governed by the Ministry of Law and Human Rights regional office head in Aceh is to provide virtual services to trial inmates or detainees. Meanwhile, in terms of prisoner empowerment, all correctional units in Aceh continue to provide education through various activities.

As a result, organizations require the input of employees at all times to promote organizational effectiveness in the face of adversity. As a result, managers must be aware of the circumstances that enable employees to express what is important for a change, such as voice behavior. Employee voice is a proactive work behavior aimed at improving working conditions. When employees are confronted with an unfavorable work scenario, they are more likely to communicate their ideas and concerns,

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which can lead to support that improves the quality of their work. Organizations need highly engaged people in a volatile economy to maintain a competitive advantage (Hoole and Bonnema, 2015). Another important aspect is work engagement, which is defined by the presence of power for the work that has been assigned, allowing employees to satisfy the job's demands. Employees who are emotionally invested in their jobs are more likely to have positive feelings about them, pushing them to work even harder to meet their goals and increase organizational productivity (Gülbahar, 2017).

The basic core that organizations will require is the finest understanding of leadership through the processes that affect accomplishing goals (Oketch and Ainembabazi, 2021; Yukl, 2012). The term "leadership" is used in this study to refer to a collection of repeated actions in how leaders connect with employees through supportive leadership. The degree to which leaders actively engage in being open, resolving difficult issues, and being transparent and equitable in interactions with their followers characterizes supportive leadership (Schmidt et al., 2014). Supportive behavior of senior executives or top management team members is very important to explain team functioning and outcomes, according to Jansen et al. (2016), because it affects team members' commitment and motivation to use their cognitive skills to their full potential, leading to positive behavior. Therefore, positive behavior will be essential for correctional officers who encounter work-related issues and wish to enhance their work quality.

While the scope of this research may be constrained to a specific context, its significance transcends borders, particularly in countries facing analogous challenges like Indonesia, where correctional facilities grapple with overcapacity. Despite its localized focus, the scarcity of studies in the context of correctional institutions presents insights and potential recommendations.

## 2. Literature review

### 2.1. Supportive leadership

This type of leadership is characterized by openness, resolving difficult situations, and being honest and equitable in their interactions with followers (Schmidt et al., 2014). This leadership style will be able to foster an environment where trust, respect, cooperation, and emotional support are enhanced (Elsaied, 2019b). In an expanded definition, Oldham and Cummings cited the study describe supportive leadership as all behaviors of organizational managers who support the work of their followers in a supportive manner. In addition, Kazemi and Corlin (2021) defined and operationalized supportive leadership as a practice that includes being involved with employees, providing feedback, caring about employee job satisfaction, and being available and approachable when needed. Supportive leadership will show

concern for the problems faced by their subordinates by ensuring that all employees in the organization achieve the ultimate goals related to the organization and individuals because they are assisted in the best way to deal with reality (Oketch and Ainembabazi, 2021). This support will correlate positively with employee well-being, retention rates, higher subordinate performance, and reduced psychological outcomes such as depression, anxiety, stress, and post-traumatic stress disorder (Ho, 2017; Elsaied, 2019a).

### 2.2. Work engagement

Schaufeli (2012) defined work engagement as a positive and satisfying work-related state of mind characterized by vigor, dedication, and absorption. Dedication is pride, motivation, passion, and challenge, while vigor refers to increased vitality and psychological resilience at work. In addition, absorption refers to the intense concentration causing an employee to refuse to cease working (Eliyana et al., 2023). The Job Demand-Resources (JD-R) model (Kwon et al., 2016) explains how the work environment can be divided into job demands that require employee effort and have physical and psychological costs, and job resources that assist employees in achieving their goals, such as involvement in decision-making, pay, career, job security, support, climate team, role clarity, and task predict work engagement. According to Cheng et al. (2014), the self-utilization of organizational members for their job duties is the definition of work engagement. Employees devoted to their employment will always try to shorten their daily activity time, finish their work, and make the best use of resources (Indriyani et al., 2020).

### 2.3. Correctional officer voice behavior

Voice behavior is known as a form of proactive employee behavior that focuses on change and aims to maximize group interests, whereas voice is a horizontal/vertical communication behavior (Ibrahim et al., 2020). Employee voice behavior is defined as behavior in expressing opinions or promotive information that can provide innovative suggestions for change because employee voice behavior emphasizes the expression of constructive challenges, which means improvement, not just criticism (Van Dyne and LePine, 1998). Clearly stated, it delivers concerns, ideas, suggestions, or opinions on work-related issues to improve workplace performance (Abdullah et al., 2021). Voice behavior will form promotive behavior that emphasizes the expression of constructive challenges intended to improve rather than just criticize, and it is an important component of extra-role behavior (Cheng et al., 2014). Correctional officer voice behavior can be defined as actions for officers who will voice information or opinions, as well as a form of promotion for correctional officers that emphasizes improvements related to problems

that impact the organization (such as correctional officer performance). In other words, the correctional officer's statement will change the organization through voice behavior.

#### 2.4. Supportive leadership and correctional officer voice behavior

Employees who use their voices will be able to support their organization's aims by putting up efforts to develop and reveal strategies to overcome obstacles (Elsaied, 2019b). Leaders are recognized for assisting in removing barriers that hinder employees from speaking their opinions. Thus, they not only provide formal and informal voice methods but also influence the cognitive variables that drive voice behavior decisions. By fostering individual initiative and emphasizing harmonious relationships, supportive leadership will encourage team members to pursue specific actions, increasing their abilities (Jansen et al., 2016). Senior executives can help a cohesive team by encouraging team members with possibly opposing learning interests to share their experiences. Supportive leaders will also enable team members to express differing points of view without fear of being judged and contribute to the exchange and combining of current knowledge and fresh ideas gleaned through various learning situations. The focus of supportive leadership is more on social and emotional support, which manifests in actions like empathy, listening, and caring, ensuring that people who deliver their voice in an organization are not punished but rather supported (Avey et al., 2012). According to Ho (2017), there is a correlation between encouraging leadership and employee voice behavior. As a result, correctional officers are more likely to engage in voice behavior when leaders support their team members.

**H1:** Supportive leadership has a significant effect on voice behavior (Fig. 1).

#### 2.5. Supportive leadership and work engagement

In order to create a passionate workforce that feels valued by leaders and to increase willingness to work, the supportive leadership style stresses attention to the general well-being of subordinates by focusing on their wants and goals (Oketch and Ainembabazi, 2021). This study found that a supportive leadership style enhances workplace performance when both organizational and individual goals are concurrently attained, such as through work engagement. Additionally, the JD-R theory motivation path asserts that leaders can affect job engagement by maximizing work resources by integrating leadership style as an antecedent of work resources (Behrendt et al., 2017; Breevaart et al., 2015). Job resources, such as supportive leadership, will be an important antecedent of employee development provided by leaders because they can pay attention to employees'

welfare and needs (Asamani et al., 2016). Attention from supportive leadership will lead to employees' belief that the organization recognizes and rewards their performance, which leads to their commitment to organizational success and goals (Chung and Lee, 2017), and employees who are happily committed will have a higher tendency to work engagement (Abdullah et al., 2021). Thus, leaders with supportive leadership will be able to help employees internalize organizational goals and values that will encourage employees to appreciate their contributions by being involved in work engagement (Balwant et al., 2020).

**H2:** Supportive leadership has a significant effect on work engagement (Fig. 1).

#### 2.6. Work engagement and correctional officer voice behavior

Work engagement is believed to involve emotional and rational factors related to work and overall work experience that will lead to personal satisfaction, inspiration, and work affirmation, as well as a sense of belonging to the organization that comes from their feelings of personal achievement at work (Pakpahan et al., 2020). Employees often perceive the risks of voice behavior as greater than the benefits (Chen et al., 2018); therefore, an employee will only show voice behavior when he feels safe. Mowbray and Tse (2014) stated that a higher level of work engagement causes the perception of voice as a role, which results in more voice behavior and thus helps to explain the relationship between work engagement and correctional officer voice behavior. This can happen because employees with work engagement will have good emotions towards their work, making it safe to show voice behavior. Social exchange theory (SET) also provides guidance for developing work engagement and correctional officer voice behavior relationships (Gruman and Saks, 2020). Employees who feel dedicated due to work engagement and adherence to the rules of exchange by the organization and employees will be able to increase a high-quality trusting relationship between the two parties (Ilkhanizadeh and Karatepe, 2017). In such circumstances, employees will demonstrate their dedication to their work in the organization and make recommendations on how to speak up and share new ideas through improved voice behavior. This positive correlation was also proven between work engagement and voice behavior in the study of Wu et al. (2015).

**H3:** Work engagement has a significant effect on voice behavior (Fig. 1).

#### 2.7. Mediating role of work engagement

Work engagement can be described as a positive and satisfying individual psychological state that is related to their work and makes them feel fully engaged in a job (De Simone et al., 2018). According

to De Beer et al. (2016), someone who experiences work engagement has been shown to create good jobs for themselves. Work engagement will allow highly engaged employees to find their work meaningful, interesting, and energizing and experience positive influences, including joy, happiness, and enthusiasm (Wang et al., 2015). The role of work engagement as a mediator in the relationship between supportive leadership and voice behavior can be elucidated using SET. This theory posits a reciprocal relationship between two parties, where an action by one party prompts a responsive action by the other (Cropanzano et al., 2017). Such responsive actions often manifest as positive attitudes and behaviors towards the initiating party. Within the scope of this study, the supportive actions and attentiveness of leaders towards the needs of their officers are met with

positive reception. This positive treatment from leaders fosters an environment where officers feel more enthusiastic, dedicated, and persistent in their roles (Eliyana et al., 2023), which, in turn, promotes proactive and constructive behaviors toward both leaders and the organization, specifically in the form of voice behavior (Song et al., 2022). Employees are more likely to engage in voice behavior when they have physical, emotional, and psychological resources linked to their work, which can be supported by supportive leadership. Correctional officers with work engagement will influence voice behavior only if they believe that voicing is safe and will produce effective results (Ho, 2017).

**H4:** Work engagement significantly mediates the effect of supportive leadership on voice behavior (Fig. 1).

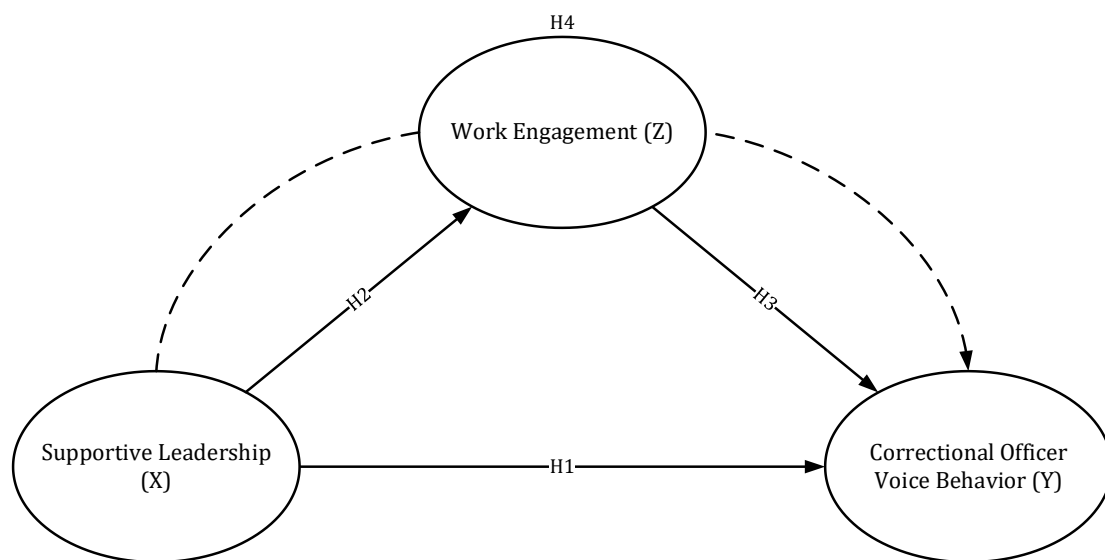


Fig. 1: Conceptual framework

### 3. Research method

#### 3.1. Data collection procedure

Google Forms is used to collect data, and the questionnaire was distributed twice using the time-lagged procedure. This method was implemented to mitigate the potential of common method bias (Podsakoff et al., 2003) due to the cross-sectional design employed in this study. The 158 respondents who made up the research sample for this study are workers at all of Aceh's correctional facilities. The majority of the workforce (85%) is male, aged 20 to 30 (51%), and senior high school-educated (46%). 53% of them have worked for more than eight years as well.

#### 3.2. Measurement

The independent variable used in this study is supportive leadership (X), the mediating variable is work engagement (Z), and the dependent variable is correctional officer voice behavior (Y). The Likert scale used in this study has five scales with 1

(strongly disagree)–5 (strongly agree). In measuring the research variables, this study adopted ten indicators of supportive leadership from Banai and Reisel (2007), 17 indicators of work engagement from Schaufeli et al. (2006), and six indicators of voice behavior from Van Dyne and LePine (1998).

#### 3.3. Data analysis techniques

Using the multivariate analysis method, this study examined a number of correlations. Therefore, the Structural Equation Modeling (SEM) approach for this research instrument uses AMOS v.24. Factor analysis and regression are combined in SEM. It is one of the multivariate studies that allows for a more intricate analysis of the correlation between variables (Hair et al., 2018).

#### 3.4. Data analysis

A summary of the measurement model suitability test results in Fig. 2 and Fig. 3 is presented in Table 1.

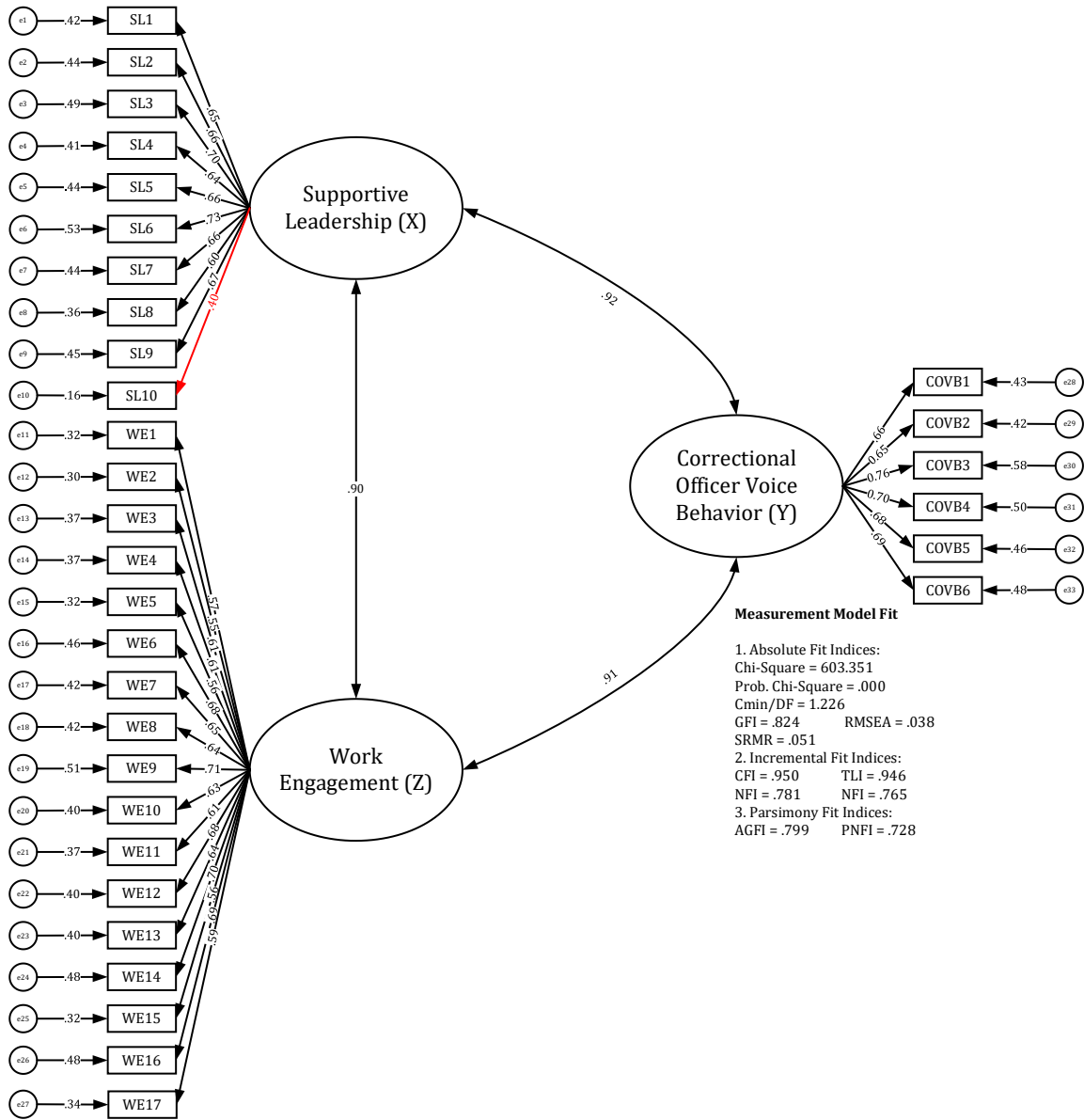


Fig. 2: Assessing the measurement model (initial model)

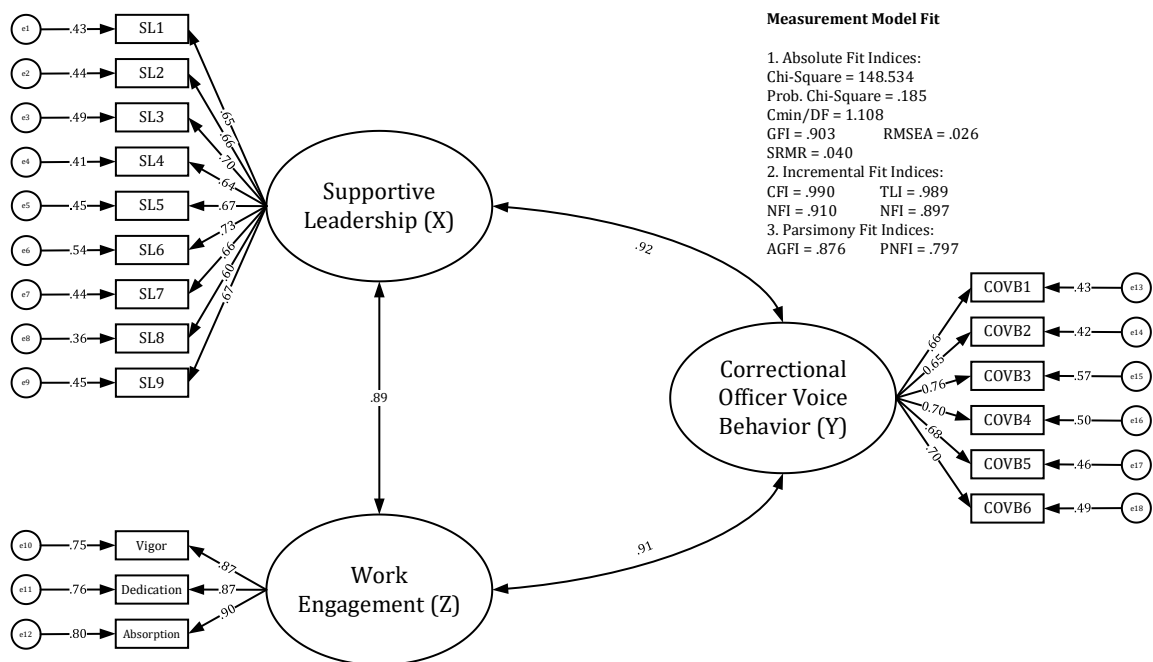


Fig. 3: Assessing the measurement model (revised model)

Based on Table 1, the model fit evaluation of the measurement model (updated model) produced absolute fit and incremental fit indices, both of which are acceptable (good fit and marginal fit), indicating that the measurement model can be approved. Each indicator has a factor loading value larger than 0.50, which indicates that they are valid for generating constructs and can be utilized to create models, as

shown in Table 2. According to Table 3 and Fig. 4, the structural model fit evaluation results demonstrate that all criteria for absolute fit indices and incremental fit indices met the criteria (marginal fit and good fit), allowing the structural model to be accepted. After this, the significance of the influence between variables, including direct and indirect effects, was tested.

**Table 1:** Fit measure for the measurement model

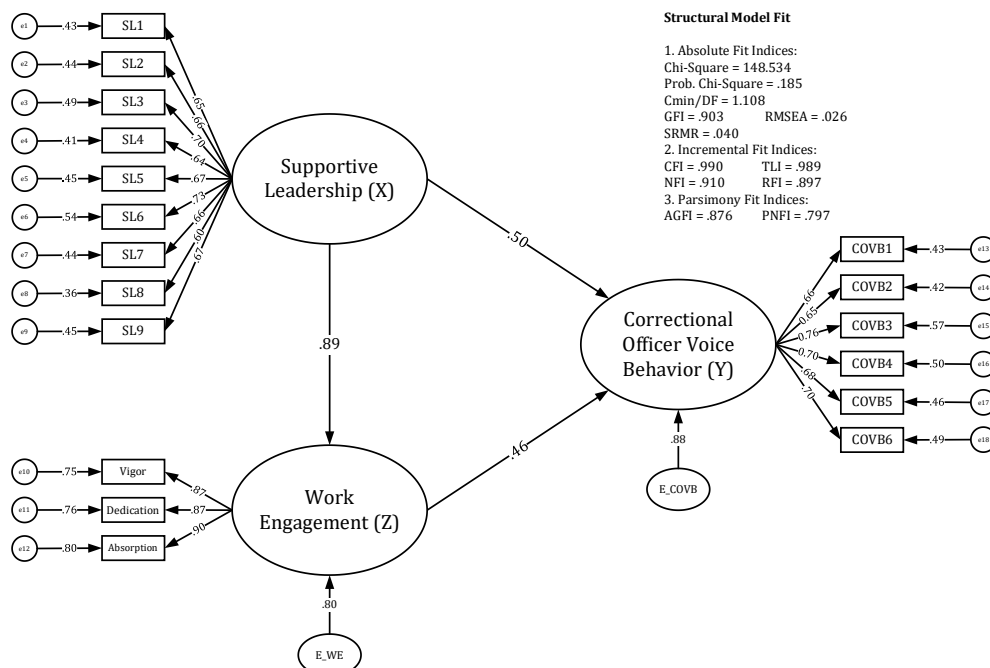
Fit measure	Critical value	Initial model		Revised model		
		Index value	Decision	Index value	Decision	
Absolute fit indices	Probability	> .05	.000	Poor fit	.185	Good fit
	Cmin/DF	≤ 3.00	1.226	Good fit	1.108	Good fit
	GFI	≥ .90	.824	Marginal fit	.903	Good fit
	RMSEA	≤ .08	.038	Good fit	.026	Good fit
	SRMR	≤ .05	.051	Poor fit	.040	Good fit
Incremental fit indices	CFI	≥ .95	.950	Good fit	.990	Good fit
	TLI	≥ .95	.946	Marginal fit	.989	Good fit
	NFI	≥ .90	.781	Poor fit	.910	Good fit
	RFI	≥ .90	.765	Poor fit	.897	Marginal fit
Parsimony fit indices	AGFI	≥ .90	.799	Poor fit	.876	Marginal fit
	PNFI	≥ .90	.728	Poor fit	.797	Poor fit

Cmin/DF: Chi-square minimum discrepancy divided by degrees of freedom; GFI: Goodness of fit index; RMSEA: Root mean square error of approximation; SRMR: Standardized root mean square residual; CFI: Comparative fit index; TLI: Tucker-Lewis index; NFI: Normed fit index; RFI: Relative fit index; AGFI: Adjusted goodness of fit index; PNFI: Parsimony normed fit index

**Table 2:** Construct validity and reliability

Construct	Indicator	Factor loading	Decision	Construct reliability	Decision
Supportive leadership	SL1	.654	Valid	.878	Reliable
	SL2	.663	Valid		
	SL3	.699	Valid		
	SL4	.639	Valid		
	SL5	.671	Valid		
	SL6	.733	Valid		
	SL7	.662	Valid		
	SL8	.603	Valid		
	SL9	.672	Valid		
Work engagement	Vigor	.867	Valid	.910	Reliable
	Dedication	.871	Valid		
	Absorption	.896	Valid		
Correctional officer voice behavior	EVB1	.659	Valid	.846	Reliable
	EVB2	.645	Valid		
	EVB3	.757	Valid		
	EVB4	.704	Valid		
	EVB5	.680	Valid		
	EVB6	.698	Valid		

SL: Supportive leadership; EVB: Correctional officer voice behavior; SL1, SL2, etc.: Specific indicators for supportive leadership; EVB1, EVB2, etc.: Specific indicators for correctional officer voice behavior



**Fig. 4:** Assessing the structural model

**Table 3: Fit measure for the structural model**

Fit measure	Structural model	Critical value	Decision	
Absolute fit indices	Probability	.185	> .05	Good fit
	Cmin/DF	1.108	≤ 3.00	Good fit
	GFI	.903	≥ .90	Good fit
	RMSEA	.026	≤ .08	Good fit
	SRMR	.040	≤ .05	Good fit
Incremental fit indices	CFI	.990	≥ .95	Good fit
	TLI	.989	≥ .95	Good fit
	NFI	.910	≥ .90	Good fit
Parsimony fit indices	RFI	.897	≥ .90	Marginal fit
	AGFI	.876	≥ .90	Marginal fit
	PNFI	.797	≥ .90	Poor fit

Table 4 shows a significant relationship between these variables if the significant effect between them is 1.96 or a p-value of 5% significance level. Table 5 shows that if the CR value is 1.96 or the p-value is 5% significance level, it is decided that there is a significant effect between these variables.

#### 4. Discussion

The estimation outcomes demonstrate a strong positive relationship between supportive leadership and the voice behavior of correctional officers (hypothesis 1 is accepted), i.e., the more supportive leadership present, the higher the officers' voice behavior. According to research by Avey et al. (2012) and Ho (2017), there is a positive relationship between correctional officers' voice behavior and supportive leadership. Supportive leadership encourages voice behavior by providing social and emotional support, such as listening, empathizing, and showing care. It also encourages team members to express different opinions without fear of criticism, facilitating the sharing and integration of existing knowledge and new insights from diverse learning experiences during discussions related to tasks. According to the direct influence test results, supportive leadership significantly positively influences work engagement (hypothesis 2 is accepted). This reveals that the higher the supportive leadership, the better the work engagement in all Aceh correctional facilities. This aligns with research by Balwant et al. (2020), which discovered that encouraging leadership can assist staff members in internalizing the company's aims and values, enabling people to recognize their contributions through job engagement. Because of

supportive leadership's attention, correctional officers will feel that the organization recognizes and values their performance, increasing their engagement to its success and objectives. Engaged officers will also be more likely to be engaged at work. Next, the estimation results show a significant positive effect between work engagement and correctional officer voice behavior (hypothesis 3 is accepted). This shows that the higher the work engagement, the higher the correctional officer voice behavior. Similar results were also found in the previous studies (Ilkhanizadeh and Karatepe, 2017; Wu et al., 2015). It shows that correctional officers in Aceh with work engagement will have good emotions towards their work, making it safe to show voice behavior. Correctional officers who feel dedicated due to work engagement and adherence to the organization's exchange rules will be able to increase the quality of trusting relationships between the two parties.

Based on the analysis of the indirect influence test, there is a significant positive effect of supportive leadership on correctional officer voice behavior through work engagement, meaning that hypothesis 4 is accepted. These findings align with the SET, which views supportive leadership as a form of assistance that aids officers in fulfilling their job responsibilities. This support not only reflects the actions of the leader but also signifies the organizational culture within correctional institutions. Previous research has consistently shown that support from both organizational structures and leaders typically elicits positive reciprocation from individuals driven by a sense of obligation (Hidayat et al., 2023; Sridadi et al., 2023).

**Table 4: Fit measure for the structural model (direct effect)**

Hypothesis	Structural relationship	Std. estimate	C.R.	P value
H1	Supportive Leadership → Correctional officer voice behavior	.504	3.030	.002**
H2	Supportive Leadership → Work engagement	.895	9.088	.000**
H3	Work engagement → Correctional officer voice behavior	.461	2.831	.005**

\*: Significant at the .05 level; \*\*: Significant at the .01 level

**Table 5: Fit measure for the structural model (indirect effect)**

Hypothesis	Structural relationship	Std. Estimate	Lower bounds	Upper bounds	P-value	Type of mediator
H <sub>4</sub>	Supportive leadership → Work engagement → Correctional officer voice behavior	.412	.075	.795	.025*	Partially mediation

\*: Significant at the .05 level; \*\*: Significant at the .01 level

In this study, the positive responses of officers were specifically examined through the lens of work engagement, which ultimately facilitates voice behavior. Previous research stated that the mediating role of work engagement will make highly engaged employees find their work meaningful, interesting, and energizing and experience a positive influence (Wang et al., 2015). It demonstrates that when correctional officers have access to physical, emotional, and psychological resources linked to their jobs, they are more likely to engage in voice behavior, which can be aided by supportive leadership. Furthermore, only if correctional officers with high levels of engagement believe that voicing is safe and successful can they encourage correctional officer voice behavior.

## 5. Conclusion

According to the results of the hypothesis testing and analysis, there is a significant positive effect of supportive leadership on correctional officer voice behavior and work engagement, a significant positive effect of work engagement on correctional officer voice behavior, and a positive influence of supportive leadership on correctional officer voice behavior through work engagement in all correctional offices in Aceh. According to Xu et al. (2019), understanding the factors that enable employee voice behavior is critical for leaders since these factors can contribute to organizational success and increase employee engagement. According to the findings of this study, correctional officials in all Ministry of Law and Human Rights institutions in Aceh receive positive reinforcement from their superiors through a supportive leadership style that makes them feel involved in their profession. Correctional officials will also be more inclined to express problems, thoughts, suggestions, or opinions about work-related issues, improving their work quality.

## 6. Implications

### 6.1. Theoretical implications

Based on existing literature, the results of this research have theoretical contributions, which are reflected in the following aspects. The research's theoretical contribution shows the importance of supportive leadership in encouraging employee communication behavior. Supportive leaders create an environment where employees feel comfortable and motivated to discuss their problems and ideas openly. Additionally, this research shows that employees who feel emotionally connected to their work are more likely to engage in communicative behavior, such as providing ideas, suggestions, or opinions. This can lead to better innovation and better organization. So, this research focuses on emphasizing theoretical contributions related to the importance of voice behavior, which can increase

organizational success and be consistent with positive employee contributions in the form of ideas and suggestions. This reflects the importance of developing an organizational culture that encourages and values two-way communication between employees and leaders. The mediation concept identified in this research, especially the influence of the supportive leadership role on voice behavior through work engagement, shows psychological factors because work engagement can link leadership style and communication behavior. Moreover, this study contributes to bolstering the SET by demonstrating that supportive leader behavior plays a crucial role in fostering favorable psychological states among individuals in their work, such as work engagement. Another implication is that leaders have an important role in creating an environment that gives employees a voice. This involves providing positive feedback, paying attention to employees' concerns and ideas, and building a relationship of trust. Both work engagement and voice behavior emerge as responses from officers to the supportive treatment they receive from their leaders in facilitating their work.

### 6.2. Managerial implications

The results of this research can be used as recommendations for organizational management regarding the influence of supportive leadership on correctional officer voice behavior, which is mediated by work engagement. This interconnectedness may impact the demonstration of concern for the challenges encountered by team members, ensuring that every employee within the organization attains both the overarching organizational objectives and individual goals. It can also shape distinctive motivation, which is defined as harnessing the personal investment of organizational members to enhance their work performance. Moreover, it can influence the behavior of expressing views or vital promotional details by proposing innovative ideas for change aimed at improving work quality. This research also suggests that to overcome problems that occur in the workplace, correctional officers need to always be informed about problems in the workplace, which can make correctional officers' opinions useful.

Next, management must provide training and guidance for leaders to understand and apply leadership principles that support open communication and member participation. In addition, the research results show that organizations need to create a work environment that encourages and supports work engagement. This can be achieved by providing recognition, growth opportunities, and listening to employee input and perspectives. In short, leaders and managers must ensure employees feel safe speaking up and sharing ideas and feedback. These initiatives can further drive innovation, improvement, and organizational growth.



In conclusion, management should focus on increasing work engagement by offering incentives, providing career advancement opportunities, and creating a dynamic work environment. This engagement highlights the importance of leadership in improving the performance of correctional staff. Leaders need to provide essential support and guidance, build trust, and encourage team members to participate actively. By recognizing these managerial influences, organizations can develop strategies and initiatives to create a supportive work environment, enhance employee engagement, improve communication, and ultimately achieve organizational success.

## Compliance with ethical standards

### Ethical considerations

This study was conducted following ethical guidelines approved by the Ethics Committee of Universitas Airlangga. Informed consent was obtained from all participants, ensuring confidentiality and voluntary participation. Data were anonymized and securely stored to protect participant privacy.

### Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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