

Original Research Article

The Impact of Authentic Leadership Toward Employee Performance through Work Engagement and Organizational Citizenship Behavior as Mediating Variable

ABSTRACT

Aims: This study aims to determine the influence of authentic leadership style that affected employee performance through work engagement and citizenship behavior of employees as mediation. Also this study aims to examine the relationship between variables with each other by creating a new model for the relationship between authentic leadership and employee performance. and finding out whether the authentic leadership style is applied in the work environment of Bank Pembangunan Daerah of West Kalimantan as a whole thoroughly.

Study design: Explanatory Research.

Place and Duration of Study: This research was conducted between October 2022 and November 2022 at PT. Bank Pembangunan Daerah of West Kalimantan (Bank Kalbar).

Methodology: The form of research used is quantitative research. The method of collecting the data is by using a questionnaire which is responded by 263 respondents with a targeted sampling technique. By using the structural equation model (SEM) on the AMOS 24 tool.

Results: The results of this study indicate that authentic leadership has a positive and significant influence on employee performance, work engagement, and employee citizenship behavior. In addition, work engagement and citizen behavior play a mediating role that shows a positive and significant influence on employee performance.

Conclusion: This study found that there is the implementation of authentic leadership within the scope of work of Bank Kalbar which can support employee performance, authentic leadership owned by a leader both directly and indirectly can influence the performance of employees working at Bank Kalbar. This is supported by the level of work engagement and organizational citizenship behavior owned by Bank Kalbar employees which strengthens the influence of authentic leadership on employee performance. And it's only natural that Bank Kalbar in recent years has received awards for performance and leadership, although not all of them have a highly authentic leadership style.

Keywords: *Authentic Leader; Employee Performance; Organizational Citizenship Behavior; Work Engagement.*

1. INTRODUCTION

Leadership is fundamental for everyone and leadership plays a key role in social life. According to Hao & Yazdanifard (2015), leadership is an individual's ability to influence or change other individuals' values, beliefs, behaviors, and attitudes. In an organization, leadership is a factor that greatly contributes to the productivity and success of the organization. It takes awareness for a leader of how he behaves toward his followers. Leaders who do not have enough ability will have a negative influence on the employees and the organization. An organization needs to have the right leader to support its organizational efficiency and productivity (Agarwal, 2020).

There are many leadership styles in an organization. Each leadership style will have different treatment and responses from each follower. One leadership style that shows effectiveness is the authentic leadership style (Jain & Daipuria, 2021). Leaders who provide transparency, awareness, and a solid ethical perspective are especially advantageous when dealing with complex issues (Aboramadan et al., 2021). This statement is also supported by (Nair et al., 2021), who stated that leadership style plays an important role in the organization, the leadership style is considered more transparent, authentic, and self-aware and guides the organization from a moral and ethical perspective will help achieve organizational goals.

Leadership style affects the relationship between leaders and employees which can encourage employee interest in and commitment to the company. Leaders need to pay attention to the relationship between themselves and employees because employee performance has an important role in determining the achievement of a company both positively and negatively (Amegayibor, 2021). In addition, authentic leadership encourages followers to create a strong sense of ownership of the company which creates work engagement. With a great sense of engagement, an employee will be highly dedicated to carrying out his work (Ali et al., 2019). In addition, the civic behavior of each organization affects the performance of its employees because it describes the efforts and enthusiasm of employees without losing sight of the fact that employee behavior deviates from the norm when the workload increases, which has a major impact on employee performance in the organization (Kissi et al., 2019).

This study aims to examine the influence of leadership style on employee performance through work engagement and employee citizenship behavior as mediation. This research was conducted at PT. Bank Pembangunan Daerah of West Kalimantan with the call name Bank Kalbar. Bank Kalbar's service network is spread throughout West Kalimantan also in Central Jakarta, so this bank is a large and easy-to-find bank throughout West Kalimantan with nearly 2,000 employees. During the pandemic, Bank Kalbar implemented work-from-home for its employees and now employees are back to their usual activities in the office. But under these conditions, Bank Kalbar was able to get three Governance, Risk, and Compliance (GRC) Awards in 2022. This is an appreciation for companies that are performing well and have implemented GRC well in managing their business. One of the awards received was The Most Committed GRC Leader 2022. Previously in 2021 Bank Kalbar won an award as The Best Leaders II 2021. This achievement shows that leaders have an important role in employee performance and company success.

There is previous research that discussed the influence between authentic leadership and employee performance such as research conducted by Alzghoul et al., 2018, which states that authentic leadership influences employee performance. And authentic leadership has a positive and significant effect on work engagement and employee civic behavior (Paredes et al., 2021), so the authors are interested in creating a new model by combining several models that have been previously researched. In addition, the researcher is interested in finding out whether Bank Kalbar applies an authentic leadership style as a whole in the work environment or not because from the results of the interviews that the researchers conducted, it was found that there was an inequality of authentic leadership styles felt by Bank Kalbar employees. So that this became one of the factors that supported the research. It is hoped that this research can provide a new perspective on the influence of leadership style on employee performance through work engagement and employee citizenship behavior as mediation.

2. MATERIAL AND METHODS

2.1 Theoretical Review

2.1.1 Authentic Leadership

Theories about authentic leadership styles have developed over the last 19 years and have received great attention from various researchers. This leadership style originates from an invention that has received a positive response in the fields of psychology and organizations (Nikolić et al., 2020). Also explained in research conducted by (Joo et al., 2016), authentic leadership is an ethical approach to developing internalized moral and ethical perspectives, a balanced sense of information processing, transparent relationships between leaders and followers, and promotes self-awareness and development self that promotes a positive psychological environment and skills. What's more (Moon et al., 2018) explain theoretically and practically, authentic leadership can be interpreted as an approach to followers with a management style that focuses on open relationships and integrity with followers to build credibility and encourage followers' trust in ethical grounds, thereby supporting the explanation previously. Authentic leaders have stable beliefs and behaviors because they commit themselves to be their true selves which can influence their followers (Fard et al., 2020; Liu et al., 2018).

Based on the perspective above, there are four components of authentic leadership: self-awareness, transparency, a balanced process, and an inner moral perspective. Self-awareness refers to the individual's knowledge and understanding of himself. The inner moral perspective is based on self-regulation, alignment with one's desires, and fundamental values, which can assist in making decisions by one's self. Balanced processing involves considering the opinions of others and all relevant information available in the decision-making process while maintaining a personal opinion. Transparency refers to expressing oneself to others and sharing information openly, but with true thoughts and feelings (Banks et al., 2016; Marinakou & Nikolic, 2016).

2.1.2 Employee Performance

Explanation related to performance has a broad concept, basically one can define the performance aspect as a process of engaging behavior to achieve the expected results. Employee performance is a term that shows the work performance that has been attempted by each individual and is needed on a job. Often associated with employees who feel that they have meaningful work, engaged profiles, and co-workers/employers who provide positive support thereby encouraging employee performance (Pradhan & Jena, 2017) this is also supported by (Atatsi et al., 2019) which explains that Employee performance has been studied for decades in various contexts, disciplines, and cultures to understand the causes that enhance performance. Employee performance as an employee insight to meet work goals, meet expectations and achieve work goals. Many definitions of employee performance have been proposed, but in this study, performance is defined as behavior in which an employee participates or contributes to organizational goals, and actions and shows the results. In addition, employee performance can also be defined as the ability and awareness of employees of the duties and responsibilities they have. Employee performance is the dependent variable that can be influenced by various factors where companies need to support employees by providing the best facilities as an effort to achieve the expected results (Silva & Silva, 2020).

2.1.3 Work Engagement

Work engagement in a company has such a large impact that many companies are willing to invest nearly three-quarters of a billion dollars in facilitating their employees each year to increase their work engagement. When employees feel that the company supports their careers, they tend to follow the principle of reciprocity by showing more contribution and

enthusiasm towards their work and tend to be willing to spend more time while working. In other words, employees are more likely to be personally involved in their work by showing greater commitment to their work when the work environment supports them (Gupta, 2018). In addition, work engagement concluded as a form of expression between the employee's relationships with his work. Whereas, with work engagement, they provide positive energy, enthusiasm, and dedication to the work they currently doing (Paredes et al., 2021). This is also supported by Grobelna et al., 2018 who explain each of the characteristics of work engagement, namely enthusiasm, dedication, and absorption. Passion refers to high energy and mental resilience at work. Dedication is characterized by a strong commitment and significance to one's work as well as enthusiasm. Absorption is marked when employees are in a state of full focus, enjoyment, and appreciation of their work.

2.1.4 Organizational Citizenship Behavior

In particular, organizational citizenship behavior (OCB) can be defined as employee behavior that is independent either directly or indirectly capable of driving the effective performance of the organization, but OCB is not recognized by a formal reward system (Ocampo et al., 2018; Benuyenah, 2021). In addition, as implied in the previous definition, organizational citizenship behavior has relevance to organizational conditions, where organizational citizenship behavior shows the desire of employees to participate in improving their performance (Caya & Mosconi, 2022). OCB can be identified into five categories namely: altruism, prudence, sportsmanship, civil virtue, and courtesy. Altruism refers to the willingness of employees to help other employees related to work. Prudence refers to considering everything employees can do to follow the rules so as not to affect company performance. Sportsmanship refers to the tolerant attitude of employees in an effort to minimize uncomfortable feelings towards other employees and the company. Politeness refers to the ethics shown by employees as a form of respecting the work of others. And finally, civic virtue refers to the employee's commitment and concern for the company where which is a form of employee responsibility towards the company (Lau et al., 2015; Nunez et al., 2020).

2.1.5 Organizational Citizenship Behavior

Authentic leaders increase employee competency by embedding organizational goals and motivating employees to maximize themselves, as a result, employees will give their highest effort. With high levels of trust, hope, positive feelings, and optimism, authentic leaders are able to influence employee performance and make positive contributions (Nasab & Afshari, 2019). Previous research that has been conducted (Laraib & Hashmi, 2018) also confirms that authentic leadership has a positive impact on Employee performance. One of the effects is that authentic leaders exert influence by facilitating and supporting employees in the form of positive support for mental conditions, which can help employees in their implementation when working. Moreover, the existence of an authentic leadership style, can encourage the talents and strengths of the employees, maximize their potential and attach importance to their development. Thus, strengthening previous research which states that authentic leadership influences employee performance.

H1: Authentic Leadership had an influence on Employee Performance.

2.1.6 Authentic Leadership and Work Engagement

Previous research (Oh et al., 2017) proved that there is a direct and significant effect of Authentic leadership on Work Engagement. Authentic leaders are very attached to the values of life they live and show high morale in their implementation to motivate their employees to contribute more to their work engagement. By realizing transparency when interacting with employees, you can build trust that allows them to reach their true potential.

Authentic leaders enable followers to discover their talents and provide opportunities to maximize those talents to achieve better alignment with professional goals, enrich their work, build fruitful relationships, and increase workplace engagement (Chaudhary & Panda, 2018). This claim is supported by research (Karam et al., 2017) which states that a leader is responsible for facilitating his followers develop, through authentic leaders can provide support for employees to be successful and increase employee engagement in their work. From the several studies above, we can conclude that there is a positive relationship between authentic leadership and work engagement. Therefore, the following research hypothesis is proposed.

H2: Authentic Leadership had an influence on Work Engagement.

2.1.7 Authentic Leadership and Organizational Citizenship Behavior

Leaders have an essential role in encouraging employee behavior because the leaders have a responsibility to provide recognition related to employee OCB. The previous research by (Joo et al., 2016) stated that authentic leaders apply openness in sharing information and accept the views of other members rationally. The implementation encourages the formation of a supportive environment where employees understand the importance of helping others and achieving common goals. The creation of an organizational culture that mutually supports employees to contribute to positive behavior, both inside and outside of their actual responsibilities will help the organization achieve its goals. In addition, other relevant literature also shows that authentic leadership forms a positive, transparent, and fair atmosphere that influences the willingness of employees to engage in civic action that shows proactive behavior. This literature can also be proven by social exchange theory. Whereas, when the employees perceive leaders show sincerity and support them, they will reciprocate by working harder and doing activities that go beyond their initial job. The more employees perceive their leaders as authentic, the higher their satisfaction with their leaders thereby increasing their commitment to the organization and willingness to provide the best for the organization (Ramalu & Janadari, 2020; Fard et al., 2020).

H3: Authentic Leadership had an influence on Organizational Citizenship Behavior.

2.1.8 Work Engagement and Employee Performance

Engagement makes employees feel involved in their work and instills in them the freedom to do something about the job. Things like this provide a clear relationship between engagement and performance (Ali et al., 2019). Employees who feel more involved in the company will outperform other employees and perform better both within and outside of their responsibilities (Meriläinen et al., 2019). Employees who have work engagement will contribute to individual results, including more effort in providing personal initiative, positive behavior, commitment, and emotional and intellectual towards the company (Dhir & Sukla, 2019). Furthermore, (Ribeiro et al., 2021) reinforce previous research by stating that highly engaged employees will act more aggressively, try to go beyond what they should be doing, and be more proactive. Engagement leads to increased performance. In this way, when employees are emotionally involved in their work, they can maximize their physical, mental, cognitive, and emotional capacities, to show better performance. That is, when employees are enthusiastic and enjoy their work, they will put more effort and dedication into completing tasks and getting better results.

H4: Work Engagement had an influence on Employee Performance.

2.1.9 Organizational Citizenship Behavior and Employee Performance

When employees help each other complete the assigned tasks, they will create a work environment that supports and encourages other employees to participate. Thus, problems

are better to be resolved, challenges are overcome, and performance improved. OCB increases employee confidence, by providing support through creative behavior, initiative and resulting in increased performance, especially when extra work is appreciated. In addition, OCB promotes altruism which enhances employee performance and encourages knowledge sharing. By sharing information, problems are resolved more quickly and difficulties are resolved. OCB benefits employees by enhancing organizational functioning and creating a more attractive workplace that leads to superior performance. OCB explains how creating a positive work environment increases employee morale and productivity (Maamari et al., 2020). Dinka (2018) strengthens the influence of the dimensions possessed by OCB. Employees who behave altruistically will contribute more to their work. Employees will show dedication to work beyond their usual responsibilities. It can be concluded that the higher the employee's OCB emission, the better the employee's performance. In addition, (Yaakobi & Weisberg, 2020) also supports that the higher the level of OCB an employee has, the more efficient the employee's performance can be.

H5: Organizational Citizenship Behavior had an influence on Employee Performance.

2.1.10 Work Engagement as mediation of the relationship between Authentic Leadership and Employee Performance

Several studies in the previous literature have explained the positive relationship between job engagement and employee performance (Kundi et al., 2021;). Likewise, evidence of a positive relationship between work engagement and authentic leadership (Azanza et al., 2018; Kaya & Karatape, 2019). Authentic leaders can encourage followers to invest themselves in their work. This encouragement can come in the form of something they value, such as being stimulated by positive personal growth or being given the opportunity to become a leader. Employees who have invested themselves in work are believed to be able to improve their performance (Wei et al., 2016). Based on the previous discussion, the writer makes a hypothesis in the form of:

H6: Work Engagement mediates the relationship between Authentic Leadership and employee performance.

2.1.11 Organizational Citizenship Behavior as mediation of the relationship between Authentic Leadership and Employee Performance

Many previous studies discuss the relationship between authentic leadership and OCB where previous research found that authentic leadership has a positive impact on OCB. Moreover, research has been conducted by (Ribeiro et al., 2018) shows that authentic leadership can affect employee performance both directly and indirectly. Indirectly authentic leadership can affect employee performance through OCB. This can happen because employees are more likely to be influenced by their leaders and adopt behaviors that are beneficial to the organization, resulting in better performance. Therefore, employees who are happy with their jobs tend to be more responsible and dedicated to their work. It can be concluded from the hypothesis and previous research that authentic leadership can affect employee performance through various other mediating variables, so the final hypothesis can be put forward as:

H7: Organizational Citizenship Behavior mediates the relationship between Authentic Leadership and employee performance.

2.2 Methodology

2.2.1 Measurements

This study used a five-point Likert scale (1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree). Authentic Leadership was measured using a 16-item AL Questionnaire (ALQ) developed by Walumbwa et al. (2008). We used 12 out of 16 items with indicators such as self-awareness, internalized moral perspective, balanced processing, and relational transparency. Work Engagement was measured using a 17-item WE questionnaire developed by Schaufeli et al. (2002). We used 9 out of 17 items with indicators such as passion, dedication, and absorption. Organizational Citizenship Behavior was measured using a 32-item OCB questionnaire developed by Konovsky & Organ, (1996). We used 15 of the 32 items with indicators such as altruism, sportsmanship, civic virtue, conscientiousness, and politeness. Employee performance was measured using a 16-item EP questionnaire developed by Borman and Motowidlo (1993). We use 6 out of 16 items with indicators such as contextual performance & task performance.

2.2.2 Sampling and Data Collection

Data were obtained from Bank Kalbar employees by taking 263 samples, the sampling technique used a purposive sampling method with the respondent criteria namely employees working at Bank Kalbar in West Kalimantan with minimum age criteria of 25 years and having high school education background who are permanent employees at Bank Kalbar from all divisions and also branches in West Kalimantan.

2.2.3 Data Analysis

In this study, measurement and analysis used Structural Equation Modeling (SEM) with the AMOS 24 statistical tool. The model fit test was evaluated based on fit index parameters such as CMIN/DF, root mean square error of fit (RMSEA), and root mean square residual (RMR). , fit index (GFI), and Tucker-Lewis index. (TLI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), and Norm Fit Index (NFI). The validity assessment is based on the value of the standard stress factor (SLF), which should be 0.50, and construct reliability will rely on the results of the tabulation of construct reliability (CR) and average variance extracted (AVE) values (Hair et al, 2014: 618). And continued with the Sobel test as a measure of the influence of the mediating variable.

3. RESULTS AND DISCUSSION

3.1 Respondent Characteristics

The summary of the respondents' profiles in this research is shown in the following table:

Table 1. Characteristics of Respondents

Category	Item	f	%
Gender	Male	149	57
	Female	114	43
	Total	263	100
Age	25 – 29 years old	128	49
	30 – 34 years old	69	26
	35 – 39 years old	29	11
	≥ 40 years old	37	14
	Total	263	100
Educational Background	SLTA	26	10
	D3	22	8
	S1	173	66
	S2	39	15
	Others	3	1
	Total	263	100
Period of Employment	< 1 year	50	19

	1 – 5 years	118	45
	6 – 10 years	39	15
	> 10 years	56	21
	Total	263	100
Division/Work Field	Accounting	13	5
	Marketing	14	5
	Human Resource	15	6
	General	14	5
	Compliance	9	3
	Information Technology	11	5
	Corporate Secretary	7	3
	Risk Management	10	5
	Planning	9	3
	Audit Intern	8	3
	Credit	14	5
	Credit Recovery	9	3
	Electronic Banking	9	3
	Treasury	8	3
	Sharia Business Unit	14	5
Others	99	38	
	Total	263	100

Table 1 shows that the majority of respondents are male with a total of 149 respondents or 57%. Then, dominated by employees with an average age of 25-29 years as many as 128 respondents or 49% . Most employees have an educational background of graduate students with a total number of 173 respondents or 66%, as many as 118 respondents or 45% have a working period of 1-5 years. The most work fields or divisions come from other.

3.2 Measurement and Structural Models

The results of goodness of fit, validity, and reliability tests can be described as follow:

Table 2. Measurement Model Results

Items		Factor Loading	CR	VE
Authentic Leadership	My leader seeks feedback to improve interactions with others	0,712	0,55	0,96
	My leader accurately describes how others view his or her capabilities	0,752		
	My leader shows he or she understands how specific actions impact others	0,788		
	My leader says exactly what he or she means	0,694		
	My leader is willing to admit mistakes when they are made	0,834		
	My leader encourages everyone to speak their mind	0,728		
	My leader demonstrates beliefs that are consistent with actions	0,772		
	My leader makes decisions based on his/her core beliefs.	0,631		
	My leader supports me in improving my competence/core values	0,591		
	My leader listens carefully to different points of view before coming to conclusions	0,667		

	My leader analyzes relevant data before coming to a decision	0,686		
	My leader solicits views that challenge his or her deeply held positions	0,712		
Work Engagemen t	When I get up in the morning, I feel like going to work	0,855	0,70	0,97
	I feel bursting with energy at work	0,811		
	At my work I always persevere, even when things do not go well	0,921		
	I am enthusiastic about my job	0,86		
	I am proud of the work that I do	0,833		
	For me, my job is challenging	0,724		
	Time flies so fast when I am working	0,844		
	When I am working, I forget everything else around me	0,856		
	I feel happy when I am working intensely	0,841		
	Organizational Citizenship Behavior	I'm willing to help new employees who are facing difficulty in orientation		
I'm willing to help others who have heavy work loads		0,656		
I'm willing to share personal property with others if necessary to help them with their work		0,634		
I don't like to complain at work		0,641		
I do not like to find fault with the organization		0,788		
I'm able to tolerate occasional inconveniences when they arise		0,703		
I'm always stays informed about developments in the company		0,708		
I'm willing to attend and participate in meetings		0,802		
I'm demonstrating concern about the image of company		0,775		
I'm used to gives advance notice when unable to come to work		0,807		
I'm always follow the rules of the company and department		0,775		
I'm always on time		0,765		
I'm respects the rights and privileges of others		0,827		
I maintain relationships to avoid interpersonal problems with co-workers		0,781		
I consider the impact of my actions towards co-workers		0,837		
Employee Performanc e	I actively help my colleagues with their work	0,685	0,58	0,93
	I actively make suggestions to improve my company	0,749		
	I take measures to resolve conflict at work	0,738		
	I'm achieve work results that exceed company standards	0,783		
	I'm utilize the organizational resources that provided (technology,relations, facilities) to get done my work	0,83		
	I handle emergencies well	0,783		

Based on table 2, the value of the standardized loading factor (SLF) for all indicator variables in the full model has a value above 0.50. So it can be concluded that the indicators owned by the four variables are all declared valid and considered to be able to measure the construct of the full model that is built. The reliability test also showed appropriate results. The full model construct that was built is stated to be reliable and has the ability to measure consistently. This is shown from the average variance extracted (AVE) value which obtains points above 0.50 and the construct reliability (CR) value which obtains above 0.70.

Table 3. Goodness of Fit Index

Goodness of Fit Index	Cut off Value	Results
CMIN/DF	≤ 3.00	2.494
RMSEA	≤ 0.08	0.076
RMR	< 0.05	0.036

Based on the results of the Goodness of Fit (GOF) measurement in Table 3 it can be stated that the model suitability requirements are acceptable. The data illustrates that three measurements are categorized as good. The CMIN/DF value = 2.494 (≤ 3.00) and RMSEA = 0.076 (≤ 0.08) were declared fit. Likewise, the RMR value = 0.036 is below 0.50, so it can be concluded that the model is fit and acceptable.

3.3 Hypothesis Testing

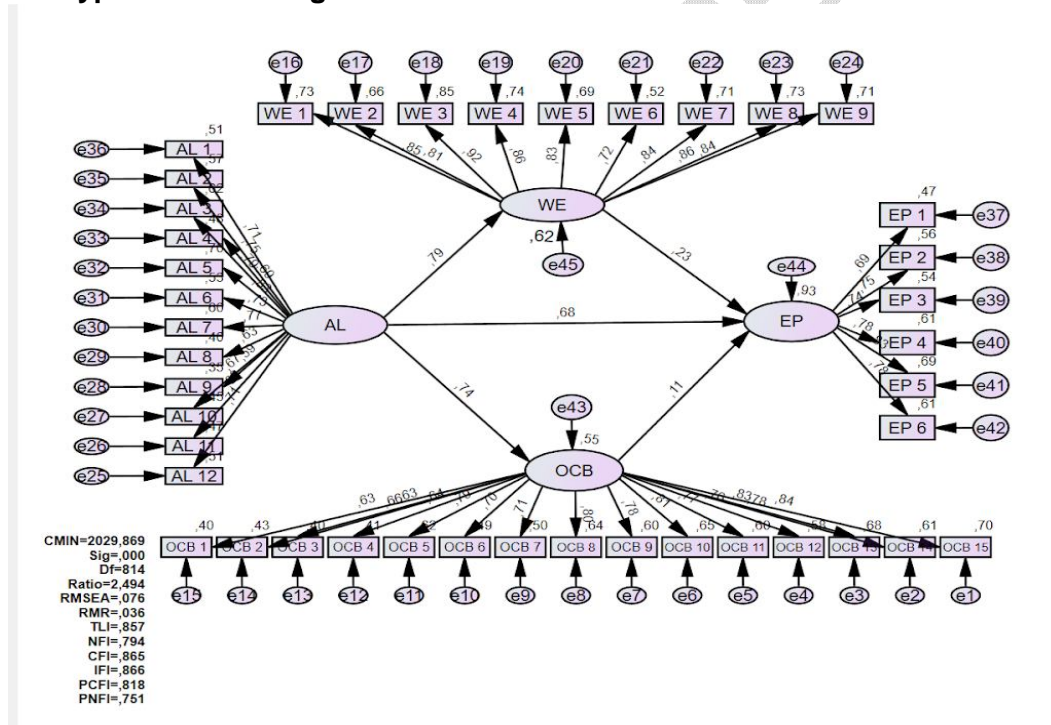


Fig.1. Network model hypothesis

The results of testing the causal relation between variables in the structure of this research are as follows;

Table 4. Hypothesis Testing

Hypothesis	Path	Estimates	S.E.	C.R.	P. label	Conclusion
H1	EP <--- AL	0,725	0,095	7,593	***	Accepted

H2	WE <--- AL	1,037	0,093	11,158	***	Accepted
H3	OCB <--- AL	0,954	0,092	10,403	***	Accepted
H4	EP <--- WE	0,185	0,044	4,176	***	Accepted
H5	EP <--- OCB	0,093	0,039	2,36	0,018	Accepted

Based on Table 4, the t-score for the effect of authentic leadership on employee performance is 7.593, greater than the t-table (1.96). Likewise, the p-value is less than 0.001; smaller than 0.05 ($\alpha = 0.05$). These results are related to the first hypothesis, where authentic leadership has a positive and significant effect on employee performance. For the second hypothesis, the t-score for the effect of authentic leadership on work engagement is 11,518, and the p-value is less than 0.001; smaller than 0.05 ($\alpha = 0.05$). This proves that authentic leadership has a positive and significant effect on work engagement. For the third hypothesis, the t-score for the influence of authentic leadership on organizational citizenship behavior is 10.403, and the p-value is less than 0.001; smaller than 0.05 ($\alpha = 0.05$). This shows that authentic leadership has a positive and significant effect on organizational citizenship behavior. For the fourth hypothesis, the t-score for the effect of work engagement on employee performance is 4.176, and the p-value is less than 0.001; smaller than 0.05 ($\alpha = 0.05$). These results indicate that work engagement has a positive and significant effect on employee performance. For the fifth hypothesis, the t-score for the influence of organizational citizenship behavior on employee performance is 2.36, and the p-value is less than 0.05 ($\alpha = 0.05$), indicating that organizational citizenship behavior has a positive and significant effect on performance employee.

3.4 Hypothesis Testing Mediation

The indirect effect from the mediated variable is shown in Table 5 which is shown through Sobel test result.

Table 5. Hypothesis Testing Mediation

Hypothesis	Path	Test Statistic	P. label	Conclusion
H6	Authentic Leadership --> Work Engagement --> Employee Performance	3.93	***	<i>Significant</i>
H7	Authentic Leadership --> Organizational Citizenship Behavior --> Employee Performance	2.29	0.02	<i>Significant</i>

Based on the Sobel test results in Table 5, the Sobel test statistical value is 3.93, and the p-value is less than 0.001. These results indicate that the statistical value of the Sobel test is greater than the t-table (1.96). Likewise, the p-value obtained is smaller than 0.05 ($\alpha = 0.05$). This result is related to the sixth hypothesis which shows the mediation of work engagement on authentic leadership and employee performance. The corresponding results were also obtained for the seventh hypothesis, where the Sobel test statistical value was 2.29, greater than 1.96, and the p-value was 0.02, less than 0.05 ($\alpha = 0.05$). Thus, there is a mediation of organizational citizenship behavior on authentic leadership and employee performance.

3.5 Discussion

This study aims to examine the relationship between variables with each other by creating a new model for the relationship between authentic leadership and employee performance.

Improve their performance (Shahid & Muchiri, 2019ze; Zeb et al., 2020; Duarte et al., 2021). Second, previous research (Towsen et al., 2020) concluded that authentic leaders are a core resource in creating a dedicated and energetic subordinates who are absorbed in their work, this is also evidenced by this study which also found the effect of authentic leadership and work engagement showing results positive and significant. Third, authentic leadership also has a positive and significant influence on organizational citizenship behavior owned by employees, and this is in accordance with previous research by (Zaabi et al., 2016; Toren & Cetin, 2022) this was also concluded by Poku & Yang (2020), employees may see authentic leaders as people who support cognitive values, emotional and moral connections that can increase their sense of belonging and that will lead to OCB. Fourth, this study also proves that there is a positive and significant relationship between work engagement and employee performance which is supported by other studies such as (Yongxing et al., 2017; Wang & Chen, 2020; Aftab et al., 2022) which shows that Employee performance can be directly affected by work engagement. Fifth, Organizational Citizenship Behavior provides positive and significant results on employee performance, this clarifies previous research (Anwar et al., 2016; He et al., 2019; Maamari et al., 2020).

The results of this study also show the indirect effect of authentic leadership on employee performance through work engagement which is supported by previous research (Aboramadan, et al., 2021) which found that work engagement also plays an important role as a mediation. Which is shown by when effective authentic leadership is applied, employees can achieve a higher level of work engagement, and that leads to better performance. In addition, this study confirms previous research (Tak & Roh, 2016; Munir et al., 2019) which examined the role of organizational citizenship behavior as a mediating variable between authentic leaders and employee performance. This research also shows positive and significant results on the role of OCB in mediating the effect of authentic leadership on employee performance. So that implies that in this study there are other indirect effects besides work engagement, namely OCB.

4. CONCLUSION

This study found that there is the implementation of authentic leadership within the scope of work of Bank Kalbar which can support employee performance, authentic leadership owned by a leader both directly and indirectly can influence the performance of employees working at Bank Kalbar. This is supported by the level of work engagement and organizational citizenship behavior owned by Bank Kalbar employees which strengthens the influence of authentic leadership on employee performance. So empirically this study found the impact of authentic leadership on employee performance through work engagement and organizational citizenship behavior as intermediary variables. And it's only natural that Bank Kalbar in recent years has received awards for performance and leadership, although not all of them have a highly authentic leadership style.

Consent (where ever applicable)

All authors declare that 'written informed consent was obtained from the millennials workers in Indonesia for publication of this case report and accompanying images. A copy of the written consent is available for review by the Editorial office/Chief Editor/Editorial Board members of this journal.

Ethical approval (where ever applicable)

All authors hereby declare that all experiments have been examined and approved by the appropriate ethics committee and have therefore been performed in accordance with the ethical standards laid down in the 1964 Declaration of Helsinki.

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