Review Form 1.7

Journal Name:	**Journal of Economics, Management and Trade**
Manuscript Number:	**Ms_JEMT_95419**
Title of the Manuscript:	**The Impact of Authentic Leadership Toward Employee Performance through Work Engagement and Organizational Citizenship Behavior as Mediating Variable**
Type of the Article	**Original Research Article**

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Review Form 1.7

PART 1: Review Comments

	Reviewer's comment	**Author's comment** *(if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)*
Compulsory REVISION comments 1. **Is the manuscript important for scientific community?** (Please write few sentences on this manuscript) 2. **Is the title of the article suitable?** (If not please suggest an alternative title) 3. **Is the abstract of the article comprehensive?** 4. **Are subsections and structure of the manuscript appropriate?** 5. **Do you think the manuscript is scientifically correct?** 6. **Are the references sufficient and recent? If you have suggestion of additional references, please mention in the review form.** **(Apart from above mentioned 6 points, reviewers are free to provide additional suggestions/comments)**		
Minor REVISION comments 1. **Is language/English quality of the article suitable for scholarly communications?**	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. - Word choice - Improper formatting - Incomplete sentences 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. - To by 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. - Punctuation in compound/complex sentences - Intricate text - Passive voice misuse - Unclear sentences 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).	

	- Wordy sentences - Text inconsistencies - Word choice - Unclear sentences - Punctuation in compound/complex sentences 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. - Unclear sentences - Word choice - Punctuation in compound/complex sentences 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). - Word choice - Unclear sentences - Punctuation in compound/complex sentences - Passive word misuse 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. - Text inconsistencies - Word choice - Unclear sentences - Punctuation in compound/complex sentences - Passive word misuse 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). - Hard to read text - Text inconsistencies - Word choice - Unclear sentences - Punctuation in compound/complex sentences - Passive word misuse - Wordy sentences 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). - Passive word misuse - Word choice - Punctuation in compound/complex sentences 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). - Hard to read text - Text inconsistencies - Word choice - Unclear sentences - Punctuation in compound/complex sentences - Passive word misuse - Wordy sentences - Intricate text 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. - Incorrect verb forms - Hard to read text - Text inconsistencies - Word choice - Unclear sentences - Punctuation in compound/complex sentences - Passive word misuse - Wordy sentences - Intricate text 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). - Text inconsistencies - Word choice - Unclear sentences - Punctuation in compound/complex sentences - Passive word misuse - Wordy sentences 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. - Wordy sentences - Passive word misuse 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). - Word choice - Unclear sentences - Punctuation in compound/complex sentences - Passive word misuse - Wordy sentences 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. - Wordy sentences - Unclear sentences - Punctuation in compound/complex sentences 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. - Misplaced words or phrases - Word choice - Unclear sentences - Punctuation in compound/complex sentences - Passive word misuse - Wordy sentences 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. - Comma misuse in clauses - Passive word misuse - Word choice - Incomplete sentences 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). - Hard to read text - Word choice - Unclear sentences - Punctuation in compound/complex sentences - Passive word misuse	
Optional/General comments		

PART 2:

	Reviewer's comment	**Author's comment** *(if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)*
Are there ethical issues in this manuscript?	*(If yes, Kindly please write down the ethical issues here in details)*	

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