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 on employee performance through work engagement and citizenship behavior of employees as mediation. It examines the relationship between authentic leadership, work engagement, organizational citizenship behavior, and employee performance by creating a new model for the relationship between those variables and finding out whether the authentic leadership style applied in the work environment of Bank Pembangunan Daerah of West Kalimantan as a whole.

Study design: Explanatory Research.

Place and Duration of Study: We conduct this research from July 2022 to December 2022 at PT. Bank Pembangunan Daerah of West Kalimantan (Bank Kalbar). We start by finding phenomena and problems, surveying the object related to the problems, making conceptual frameworks, interviews, and distributing questionnaires.

Methodology: The form of research used is quantitative research. The method of collecting the data is by using a questionnaire which is responded to by 263 respondents with a targeted sampling technique. 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 authentic leadership implemented within the scope of work in Bank Kalbar affects employee performance. Authentic leadership, owned by the leader, has the power to influence the performance of employees at Bank Kalbar. The level of work engagement and organizational citizenship behavior owned by Bank Kalbar employees strengthens the influence of authentic leadership on employee performance. However, not all leaders have a highly authentic leadership style.

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

1. INTRODUCTION

Leadership is fundamental for everyone and plays a crucial role in social life. According to[1], 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 significantly contributes to the productivity and success of the organization. It takes awareness for a leader of how they behave toward his followers. Leaders who have the ability will positively influence the employees and the organization. An organization needs the right leader to support its efficiency and productivity [2].

There are many leadership styles in an organization. Each leadership style will have different treatment and responses from each follower. Authentic leadership is one leadership style that shows effectiveness [3]. Authentic leadership is a leadership style that focuses on

transparent and ethical leadership behaviors and encourages the open sharing of information needed to make decisions while accepting input from employees. Leaders who provide transparency, awareness, and a solid ethical perspective are especially advantageous when dealing with complex issues [4]. This statement is also supported by [5], who stated that leadership style plays an essential 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, which will help achieve organizational goals.

Leadership style affects the relationship between leaders and employees, which can encourage employees' interest in and commitment to the company. Leaders need to pay attention to the relationship between themselves and employees because employee performance has an essential role in determining the achievement of a company, both positively and negatively [6]. 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 committed to carrying out his work [7]. Furthermore,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 significant impact on employee performance in the organization [8].

This study examines the influence of leadership style on employee performance through work engagement and employee citizenship behavior as mediation. We conduct this research at PT. Bank Pembangunan Daerah of West Kalimantan named Bank Kalbar. Bank Kalbar's service network is spreadly throughout West Kalimantan and Central Jakarta, so this bank is a large and easy-to-find bank with nearly 2,000 employees throughout West Kalimantan. During the pandemic, Bank Kalbar implemented work-from-home for its employees, and now employees are back to their usual activities in the office. However, under these conditions, Bank Kalbar got three Governance, Risk, and Compliance (GRC) Awards in 2022. It is an appreciation for companies performing well and implementing GRC to manage 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 essential role in employee performance and company success.

Previous research discussed the influence between authentic leadership and employee performance, such as the research by [9], which states that authentic leadership influences employee performance. Furthermore, authentic leadership positively and significantly affects work engagement and employee citizenship behavior [10], so the authors are interested in creating a new model by combining those models. In addition, the researcher is interested in finding out whether Bank Kalbar applies an authentic leadership style in the work environment. From the results of the interviews that the researchers conducted, 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. This research will likely 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 Conceptual Issues

2.1.1 Authentic Leadership

Theories about authentic leadership styles have developed over the last 19 years and have received significant attention from various researchers. This leadership style originates from an invention that has received a positive response in psychology and organizations [11]. Also explained in research conducted by [12], authentic leadership is an ethical approach to developing internalized moral and ethical perspectives, a balanced sense of information processing, and transparent relationships between leaders and followers. It promotes self-awareness and development that promotes a positive psychological environment and skills. Furthermore, [13] explain that authentic leadership could clarify as an approach to followers with a management style that focuses on open relationships and integrity to build credibility and encourage followers' trust on ethical grounds, thereby supporting the explanation previously. Authentic leaders have stable beliefs and behaviors because they commit themselves to be their authentic selves which can influence their followers [14,15].

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 contingent on self-regulation, alignment with one's desires, and fundamental values, which can assist in making decisions by oneself. 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 actual thoughts and feelings [16,17].

2.1.2Employee Performance

Explanations related to performance have a broad concept. One can define performance as engaging in behavior to achieve the expected results. Employee performance is a term that shows work performance attempted by each individual and needed on a job. Often associated with employees who feel they have meaningful work, engaged profiles, and co-workers/employers who provide positive support, encouraging employee performance [18]. It is also supported by [19], which describes that employee performance has been studied for decades in various contexts, disciplines, and cultures to understand the causes that enhance performance. Employee performance is viewed as an employee effort to meet work goals and expectations and achieve work goals. Many definitions of employee performance exist, but in this study, performance can be identified 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 employees' ability and awareness of their duties and responsibilities. Employee performance is the dependent variable influencing various factors where companies need to support employees by providing the best facilities to achieve the expected results [20].

2.1.3Work Engagement

Work engagement in a company has such a significant 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 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 more significant commitment when the work environment supports them [21]. 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 are currently doing [10]. It is also supported by [22], who

explain the characteristics of work engagement: enthusiasm, dedication, and absorption. Enthusiasm refers to high energy and mental resilience at work. The other characteristic is dedication which has a strong commitment and significance to one's work and enthusiasm. The last is absorption, when employees focus, enjoy, and appreciate their work.

2.1.4Organizational Citizenship Behavior

In particular, organizational citizenship behavior (OCB) is clarified as employee behavior that is either directly or indirectly capable of driving the adequate performance of the organization. However, OCB cannot identify it with a formal reward system [23,24]. 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 [25]. Five categories of OCB are 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 not to affect company performance. Sportsmanship refers to the tolerant attitude of employees 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. Moreover, civic virtue refers to the employee's commitment and concern for the company, a form of employee responsibility toward the company [26,27].

2.1.5Authentic Leadership and Employee Performance

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 can influence employee performance and make positive contributions [28]. Previous research that has been conducted by [29] 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, 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 influenced Employee Performance.

2.1.6 Authentic Leadership and Work Engagement

Previous research [30] proved that Authentic leadership has a direct and significant effect 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, we can build trust that allows them to reach their true potential. Authentic leaders enable followers to discover their talents and provide opportunities to maximize them to better align with professional goals, enrich their work, build fruitful relationships, and increase workplace engagement [31]. It is also supported by [32], which states that a leader should facilitate his follower's development. An authentic leadership style will support employees' success and increase employee engagement in their work. Several studies above show a positive relationship between authentic leadership and work engagement. Therefore, the following research hypothesis will propose:

H2: Authentic Leadership influencedWork Engagement.

2.1.7Authentic 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 [12] stated that authentic leaders apply openness in sharing information and rationally accept other members' views. The implementation encourages a supportive environment where employees understand the importance of helping others and achieving common goals. Creating an organizational culture that mutually supports employees to contribute to positive behavior inside and outside their 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 supports the social exchange theory. When the employees perceive leaders to show sincerity and support, they will reciprocate by working harder and doing activities beyond their initial job. When employees perceive the leaders as authentic, it will affect their satisfaction with their leaders, thereby increasing their commitment to the organization and willingness to provide the best for the organization [14,33].

H3: Authentic Leadership influencedOrganizational Citizenship Behavior.

2.1.8Work Engagement and Employee Performance

Engagement makes employees feel involved in their work and gives them the freedom to do something about the job, and it explicitly connects engagement and performance [7]. Employees who feel more involved in the company will outperform other employees and perform better within and outside their responsibilities [34]. Employees with work engagement will contribute to individual results, including more effort in providing personal initiative, positive behavior, commitment, and emotional and intellectual towards the company [35]. Furthermore, [36] reinforces 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 perform better. 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 influencedEmployee Performance.

2.1.9 *Organizational Citizenship Behavior* and Employee Performance

When employees help each other to complete the assigned tasks, they create a work environment that supports and encourages other employees to participate. It makes problems quickly resolved, challenges overcome, and performance improved. OCB increases employee confidence by providing support through creative behavior and initiative, resulting in increased performance, especially when extra work is appreciated. In addition, OCB promotes altruism, enhancing employee performance and encouraging knowledge sharing. 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 [37].

Furthermore, [38] also explained 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. The higher the employee's OCB emission, the better the employee's performance. In addition, [39] 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 influencedEmployee Performance.

2.1.10Work 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 [40]. Likewise, there is evidence of a positive relationship between work engagement and authentic leadership [41.42]. 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 allowed to become a leader. Employees who have invested themselves in work are believed to be able to improve their performance [43]. Based on the previous discussion, the writer makes a hypothesis in the form of the following:

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 positively impacts OCB. Moreover, research conducted by [44] shows that authentic leadership can affect employee performance directly and indirectly. Indirectly authentic leadership can affect employee performance through OCB, which 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 that 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 [45]. 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 [46]. We used 9 out of 17 items with passion, dedication, and absorption as the indicators. Organizational Citizenship Behavior was measured using a 32-item OCB questionnaire developed by [47]. 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 [48]. We used 6 out of 16 items with indicators such as contextual performance & task performance.

2.2.2Sampling and Data Collection

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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). The Goodness of Fit Index (GFI) and Tucker-Lewis Index (TLI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), and Norm Fit Index (NFI). According to the validity assessment, the value of the standard stress factor (SLF) 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 [49]. Moreover, we used the Sobel test to measure the influence of mediating variables.

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 most respondents are male, made of 149 respondents, or 57%, and then dominated by 128 respondents, or 49%, employees aged 25-29. Most employees have an educational background of graduate students, with a total number of 173 respondents, or 66%, and as many as 118 respondents, or 45%, have a working period of 1-5 years. Most work fields or divisions come from other divisions.

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	VE	CR
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 Engagement	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		

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	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	0,631	0,51	0,96
	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 Performance	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. The indicators owned by the four variables are all declared valid and considered to be able to measure the construct of the entire model that is built. The reliability test also showed appropriate results. The entire model construct that was built is stated to be reliable and can measure consistently. It 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

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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

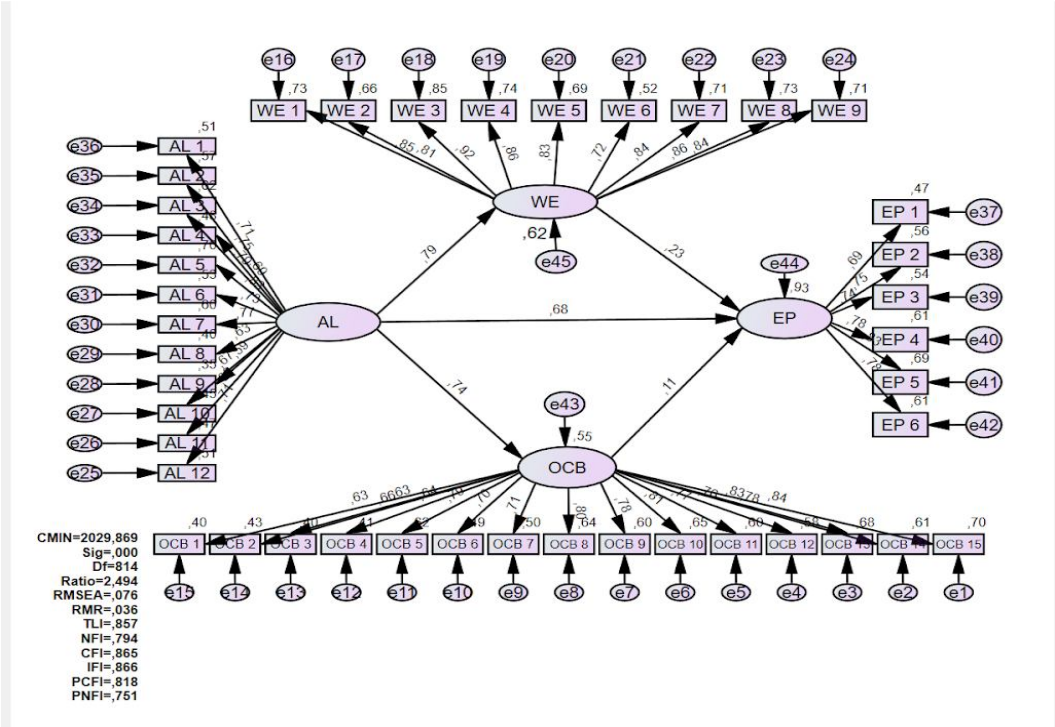

Fig.1. Network model hypothesis

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 (α = 0.05). These results are related to the first hypothesis, where authentic leadership positively and significantly affects 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 (α = 0.05), proving that authentic leadership positively and significantly affects 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 (α = 0.05), showing that authentic leadership positively and significantly affects 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 (α = 0.05. This result indicates that work engagement positively and significantly affects 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 (α = 0.05), indicating that organizational citizenship behavior has a positive and significant effect on the performance of employees..

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	***	*Significant*
H7	Authentic Leadership --> Organizational Citizenship Behavior --> Employee Performance	2.29	0.02	*Significant*

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 (α = 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 (α = 0.05). Thus, organizational citizenship behavior mediates authentic leadership toward employee performance.

3.5 Discussion

This study aims to determine the influence of authentic leadership style on employee performance through work engagement and citizenship behavior of employees as mediation. It examines the relationship between authentic leadership, work engagement, organizational citizenship behavior, and employee performance by creating a new model for the relationship between those variables and finding out whether the authentic leadership style applied in the work environment of Bank Pembangunan Daerah of West Kalimantan as a whole. The testing result of the first hypothesis reveals that authentic leadership can influence employee performance. It shows that the authentic leadership that leaders apply directly impacts the performance of Bank Kalbar employees. The results of this study reinforce previous research, which states that authentic leadership can encourage employee performance, with the characteristics of an authentic leader being able to influence

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employees to improve their performance [50,51,52]. Previous research [53] also concluded that authentic leaders are the core resources in creating dedicated and energetic subordinates who are absorbed in their work. The result in this study achieved a similar result as the previous one, which found that the effect of authentic leadership on work engagement had a positive and significant result. By the result analysis, the authentic leader in Bank Kalbar significantly affected work engagement toward the employees.

The testing result of the third hypothesis showed that authentic leadership has a positive and significant influence on organizational citizenship behavior. The authentic leadership style applied in Bank Kalbar affects the OCB's employees. The result is in line with the previous research by [54,55] that states there is a direct impact between authentic leadership toward OCB. [56] also support the same result in their research, which states that employees may see authentic leaders as people who support cognitive values and emotional and moral connections that would increase their sense of belonging and lead to OCB. Fourth, there are positive and significant results of the relationship between work engagement and employee performance that shows the work engagement of Bank Kalbar employees significantly affects performance. Other studies [57,58,59] also state that work engagement directly affects employee performance and is positively related to performance. Fifth, the findings of this research also reveal positive and significant results regarding the relationship between organizational member behavior and employee performance. Previous research [37,60,61] states that employees' ability to help other colleagues, willingness to do more work than necessary, and all of the actions that show citizenship behavior can directly improve employee performance. From the previous explanation, it means that employees' OCB can improve the performance of Bank Kalbar employees.

The results of this study also show the indirect effect of authentic leadership on employee performance through work engagement. According to previous research [4], work engagement also plays an essential role in mediation, which means that when authentic leadership is applied effectively, it will affect the level of work engagement of Bank Kalbar employees and significantly affect their performance. In addition, this study confirms previous research [62,63], 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. That implies that in this study, there are other indirect effects besides work engagement, namely OCB.

4. CONCLUSION

This study found that authentic leadership implemented within the scope of work in Bank Kalbar supports employee performance. Authentic leadership, owned by the leaders, both direct and indirect, has the power to influence the performance of employees at Bank Kalbar. The level of work engagement and organizational citizenship behavior owned by Bank Kalbar employees strengthens the influence of authentic leadership on employee performance. Empirically, this study found the impact of authentic leadership on employee performance through work engagement and organizational citizenship behavior as mediating variables. Moreover, it is only natural that Bank Kalbar, in recent years, has received awards for its performance and leadership. However, not all leaders have a highly authentic leadership style.

In this research, researchers have limitations in defining respondents who fill the divisions. Ninety-nine respondents fill other divisions/work areas in this study, which means it needs to be more specific. There are essential divisions that should have been included in the questionnaire, for example, the front office. If future researchers want to research at a bank, they should provide a complete option of work areas or offer options that respondents can fill

by themselves. In addition, further research can develop and strengthen this research by trying another leadership style or other variables.

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COMPETING INTERESTS

There are no sources in the current document

AUTHORS' CONTRIBUTIONS

First author designed the study, performed the statistical analysis, wrote the protocol, and wrote the first draft of the manuscript.Second author and Third author managed the analyses of the study. Forth author managed the literature searches**.**

CONSENT

All authors declare that 'written informed consent was obtained from themillennials workers in Indonesia for publication of this case report and accompanying images.

ETHICAL APPROVAL

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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