

The effect of authentic leadership on organizational citizenship behavior: The role of psychological empowerment and quality of working life

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Abstract

Objective: The study aims to investigate the influence of authentic leadership on organizational citizenship behavior (OCB) and examine the role of psychological empowerment and quality of working life (QWL) as mediation in the construction of proposed relationships.

Design/Methods/Approach: The quantitative method spreads cross-sectional surveys of multi-sectoral employees in Jakarta, and Surabaya, resulting in 271 respondents. The collected data were analyzed using structural equation models with SmartPLS 3.0 and tested with hierarchical component models or second-order constructs.

Findings: The findings of this study show that QWL and psychological empowerment are important variables in mediating the effects of authentic leadership to encourage employees to be willing to demonstrate OCB in the work environment.

Originality: This study contributes to the existing literature by investigating the role of psychological empowerment and QWL mediation variables in mediating the indirect influence of authentic leadership on OCB in the Indonesian context. The findings from this study provide theoretical insights and practical implications for authentic leadership in organizations, as well as the foundation for continuous research into QWL and psychological empowerment that may have a strong direct influence and full mediation role on employees' OCB.

Practical/Policy implication: Given the results, human resource managers must try their best to fulfill aspects of the quality of working life and increase employee psychological empowerment. Because both variables play an important role in determining the positive effect of authentic leadership on the OCB of employees in the organization

Keywords: Authentic leadership, Organizational citizenship behavior, Psychological empowerment, Quality of work life, Effective institutions, Quality of jobs

JEL Classification: L2



I. Introduction

Authentic leadership in various studies has been tested for its benefits in the arrangement of psychological mechanisms such as psychological capital, psychological empowerment, psychological safety, thriving, and job engagement (e.g., Zhang et al., 2021). In addition, authentic leadership has also been associated with various behavioral outcomes such as job performance, creativity, and organizational behavior (e.g., Banks et al., 2016). These demonstrate the importance of authentic leaders and their influence in motivating followers to grow as individuals and organizations.

In the context of Indonesia, several studies have examined authentic leadership issues. More specific contexts studied include schools (e.g., Bahzar, 2019; Daryanto et al., 2017; Waruwu et al., 2022), universities (e.g., Shulhan, 2019; Supriyadi et al., 2020), public-sector organizations (e.g., Anugerah et al., 2019; Anita et al., 2021; Daraba et al., 2021; Niswaty et al., 2021; Hadian et al., 2022) state-owned company (e.g., Wirawan et al., 2020), public accounting firm (e.g., Syam et al., 2017), media company (e.g., Ratmawati & Ladita, 2020). However, studies of authentic leadership in the Indonesian context have yet to highlight its effects on predicting organizational citizenship behavior (OCB). In addition, most authentic leadership studies in Indonesia have also not tested its direct influence on psychological empowerment and the ability of the mediating role of psychological empowerment to predict important behaviors in organizations such as OCB. At the same time, several studies have shown significant findings in this construction (Joo & Jo, 2017; Shapira-Lishchinsky & Benoliel, 2019; Shapira-Lishchinsky & Tsemach, 2014).

Therefore, this study aims to examine the effect of authentic leadership on the quality of working life (QWL) and the role of QWL and psychological empowerment in mediating the effect of authentic leadership on OCB. The model is inspired by previous research that studied other leadership styles, such as spiritual leadership (Pio & Tampi, 2018), transformational (Aker et al., 2021; Kara et al., 2018), and other contextual factors (Molnár et al. 2021; Tongo, 2015). By testing the mediation role of QWL in the construction of the effect of authentic leadership on OCB, the availability of self-development opportunities and a sense of pride in work and working environment conditions can be conditioned by authentic leaders and encourage a willingness to perform roles more than subordinates (Pio & Tampi, 2018). This became an important starting point and researchers' interest in testing this construction.

This research seeks to provide insights related to the influence of authentic leadership on important behaviors in organizations, namely OCB, as well as mediation mechanisms derived from psychological empowerment and QWL. The results of this study are expected to fill in knowledge and evidence in companies, especially in Indonesia, to consider essential leadership styles such as authentic leadership in contemporary organizations faced with various kinds of business challenges.

In general, the results indicate that QWL and psychological empowerment are critical in transmitting the impacts of authentic leadership and encouraging people to exhibit OCB in the workplace. The direct influence of authentic leadership on QWL and the function of QWL mediation in this construction show that this leadership style substantially enhances the business's many domains. Furthermore, the mechanism discovered by this study demonstrates that authentic leadership with attitudes, positions, and powers does not necessarily motivate subordinates to cooperate and support each other freely in addressing work obstacles in organizational patterns in large cities in Indonesia. In addition, authentic leadership may guide actions and policies to support subordinates' capacity to work and align subordinates' and the organization's requirements fairly and transparently. Additionally, doing so will organically condition the organizational environment with a high OCB.

This study contributes to authentic leadership literature, especially in Indonesia, which has not been widely discussed with sampling on employees in various sectors in the two largest cities in Indonesia, namely Jakarta, and Surabaya. Jakarta and Surabaya are the main objects in this study because they are the two largest cities in Indonesia, and various businesses and industries in Indonesia are centered in these two cities. In addition, testing the direct influence of authentic leadership on QWL, which has yet to be widely studied, emphasizes the capacity of authentic leadership in utilizing and promoting the positive psychological capacity of subordinates and a positive ethical climate through improving each domain in the organization. In other words, this study will enhance understanding of the inherent nature of leadership style through actions and policy steps taken, considers the interests of the organization's sustainability by looking at the opportunities that can be done, how essential aspects of the organization can be improved, and what should be maintained.

The remainder of this article is organized as follows. A literature review of this study and the hypotheses development are discussed and proposed. Then, the research method and data analysis results are described. Finally, a section of discussion is provided, followed by conclusions.

2. Literature Review and Hypotheses Development

2.1 Authentic Leadership and OCB

The fundamental definition of authentic leadership is someone who has an understanding of his strengths and weaknesses, able to encourage participation that comes from others, does not impose a point of view that comes from himself to others, and acts following personal values, feelings, and beliefs possessed (Walumbwa et al., 2008). Authentic leadership is constructed into four dimensions: self-awareness, balanced processing, internalized moral perspective, and rational transparency (Walumbwa et al., 2008). Self-awareness is the ability and knowledge related to the strengths and weaknesses of the self (Zeb et al., 2020). While, Balanced processing is the act of objectively analyzing relevant information and data before making a decision (Liu et al., 2018). Internalized moral perspective can be explained as an action based on standards of moral values and internal values as a form of self-regulation instead of actions based on environmental pressures (Qiu et al., 2019). Lastly, rational transparency can be interpreted as the extent to which a leader represents themselves to others and is willing to openly share information and encourage more challenging suggestions (Shahid & Muchiri, 2019).

Organizational Citizenship Behaviour (OCB) is part of organizational behavior science; OCB is a term used to identify employee behavior (Van Dyne & LePine, 1998). OCB is essential to support the effectiveness of organizational functions, where every member can help each other and is willing to take pains for the organization's continuity (Organ, 2018). OCB construction consists of five dimensions: altruism, compliance/conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 2009). Altruism is identified as a behavior that helps colleagues in dealing with problems. Conscientiousness is interpreted as compliance with the rules and regulations of the organization and going beyond the requirements of formal work with hard work. Sportsmanship is tolerant behavior and does not complain about work and work conditions. Courtesy is a behavior in which employees seek to reduce work-related problems in advance by improving communication and coordination among colleagues (advising and recommending). Finally, civic virtue can be interpreted as a behavior contributing to organizational continuity problems (Ashfaq, 2021; Organ, 2009). Another dimensional construction of the OCB was proposed by Williams & Anderson (1991) consisting of OCB-I (individual) and OCB-O (organizational). OCB-I is described as a behavior that provides individual benefits and indirectly affects the organization positively. OCB-O can be interpreted as a behavior that provides benefits and positively impacts the organization (Ashfaq, 2021).

Authentic Leadership improves a sense of well-being and leads to higher employee performance. Research reveals that the more fabulous employees' view on Authentic Leadership, the higher employee satisfaction with the leader and commitment to the organization (Sri-Ramalu & Janadari, 2022). Authentic leaders provide the necessary resources and encourage employees to feel welcome and included. In addition, authentic leaders encourage members' emotional attachment and connection to the organization. As a result, employees who feel they own the organization are involved in more OCB. Hence, they behave in a way that benefits the organization and colleagues of that employee (Ribeiro et al., 2018).

Balanced information processing, transparency in relationships, and consistency between the values, words, and deeds demonstrated by authentic leaders instill a high level of commitment and a willingness to perform extra-role behaviors from employees. Under authentic leaders who support a fair and open environment, employees are more willing to engage in behaviors that help the organization. Authentic leaders tend to facilitate employee behavior by making them more aware of the importance and value of helping each other. The core factors of authentic leadership are the significant positive predictors of self-reported OCB and the supervisor-assessed job performance controlling the organization's climate (Joo & Jo, 2017). Based on theoretical evidence and the results of previous research, the first hypothesis of this study is as follows:

H1: Authentic leadership positively affects OCB

2.2 Authentic Leadership and Psychological Empowerment

Psychological empowerment reflects the behavior of leaders who empower their members or members in psychological concepts, such as the motivation carried out and the impact felt in the workplace (Chen et al., 2018). Furthermore, Psychological empowerment consists of 4 dimensions: meaning, competence, self-determination, and impact. Meaning refers to the value of work goals or objectives assessed about the ideals or standards of the individual itself (Spreitzer, 1995). Competence refers to an individual's confidence in performing activities with skills. Self-determination refers to an individual's feelings regarding the choice in initiating and organizing actions. Finally, impact refers to how individuals influence strategic, administrative, or operational outcomes in the workplace (Spreitzer, 1995; Zha et al., 2020).

Authentic leadership is related to fairness. In other words, authentic leaders are expected to provide fair treatment within the organization (Kyei-Poku & Yang, 2020). In addition, authentic leadership is fundamental in the contemporary competitive context for improvement in superior and subordinate relationships (Dominguez-Escrig et al., 2022). The close relationship between authentic leadership and psychological empowerment shown by authentic leadership tends to treat employees respectfully and not only as a means to achieve goals. Therefore, employees tend

to feel valuable and meaningful in the workplace. This is one of the dominant factors in psychological empowerment (Shapira-Lishchinsky & Tsemach, 2014). In other words, authentic leaders stimulate motivation for employees' personal growth and self-development.

The most important elements that determine the leader-member relationship are emotional support, decision-making responsibilities, and the challenge of tasks assigned to employees. Authentic leaders analyze all relevant information and then openly share that information with employees. Information from authentic leaders allows employees to develop intuition, expand knowledge, learn from each other, and acquire valuable new skills. Authentic leaders also tend to help employees achieve effectiveness in challenging and problematic situations by focusing on employee engagement, strength building, and participation (Joo & Jo, 2017). Based on theoretical evidence and the results of previous research, the second hypothesis of this study is as follows:

H2: Authentic leadership positively affects Psychological Empowerment

2.3 Authentic Leadership and QWL

Quality of working life (QWL) is a multidimensional concept that defines employee feelings regarding various aspects of one's work, such as an adequate and fair work environment in remuneration, career prospects, work-life balance, joint decision-making, health, safety, fatigue, and job security (Poku et al., 2022). QWL consists of 6 dimensions: job and career satisfaction, general well-being, stress at work, control at work, home-work interface, and working conditions (Easton & Laar, 2013). Job and career satisfaction is the extent to which employees are satisfied with their work and prospects. This explains a person's feelings, work environment, and high self-esteem. General well-being reflects employees' psychological and non-psychological well-being and mutually influences relationships in the work environment. Stress at work is the extent of pressures and demands associated with work. Control at work describes the level at which employees feel involved in making decisions that affect employees in an organization. The home-work interface measures how individuals recognize their employer's appreciation and efforts to support them by eliminating external stress at work. Working conditions measure employee satisfaction with conditions in the work environment, safety, leadership, working hours and shift patterns, salary level, and requirements for employment (Easton & Laar, 2013; Poku et al., 2022).

Several studies have explained that authentic leadership creates a positive ethical climate within organizations (Qiu et al., 2019; Zhang et al., 2021). In this case, the leader will demonstrate and engage in this change process by taking the initiative to lead to the expected quality improvement (Ingelgård & Norrgren, 2001). In addition, leaders with authentic personalities display high moral values, and more attention to their subordinates, and uphold justice. Through these characteristics, the leader shows a sense of appreciation and recognition, which in turn becomes a motivational factor that causes subordinates to be satisfied at work (Wirawan et al., 2020).

Although authentic leadership constructions have not been widely tested for their effect on QWL, several studies have found the influence of different types of leadership has a positive effect in improving QWL, such as transformational (Akter et al., 2021), transactional (Kara et al., 2018), and spiritual (Akter et al., 2021) leadership. Furthermore, this research will explore the mechanisms of authentic leadership in driving QWL improvement within organizations. This is to show the presence and ability of authentic leadership in conditioning a pleasant work context for employees. In addition, organizational features such as leadership style and various contextual factors impact the QWL that employees feel (Zaman & Ansari, 2022). Based on theoretical support and the evidence of previous research, the third hypothesis of this study is as follows:

H3: Authentic leadership positively affects QWL

2.4 Psychological Empowerment and OCB

Employees with high psychological empowerment tend to pursue goals more effectively (Shah et al., 2019). In addition, psychological empowerment generates positive emotions, encourages progressive change, and facilitates positive behaviors, such as OCB (Shapira-Lishchinsky & Benliel, 2019; Shapira-Lishchinsky & Tsemach, 2014). It means that OCB is reflected in employees' psychological empowerment because, simultaneously, employees invest physical and cognitive energy in doing work (B. K. Joo & Joo, 2017). Therefore, psychological empowerment can lead to desired work behaviors, such as OCB, not as part of the employee's job description but as support offered voluntarily by the individual employee to the organization (Jha, 2014).

Several previous studies have proven that employees with high psychological empowerment can help their colleagues and superiors or behave positively toward others, so they will also have a high level of OCB (Shapira-Lishchinsky & Tsemach, 2014; Turnipseed & VandeWaa, 2020). In addition, high psychological empowerment of employees will lead to an environment where the organization can provide better support. This will give employees a positive perception of the organization, ultimately improving OCB (B. Joo & Ready, 2018; Shapira-Lishchinsky & Benliel, 2019). Therefore, based on the above theoretical and empirical foundations, it can be hypothesized that:

H4 : Psychological empowerment positively affects OCB

2.5 QWL and OCB

The concept of QWL was proposed by Warr et al. (1979), which is composed of factors such as working conditions, but also broader non-employment factors that affect the relationship of employees to work, including life satisfaction in general (Easton & Laar, 2013). According to Koohbanani et al. (2019), QWL is a set of actual working conditions in an organization, such as salaries and benefits, facilities, health and safety considerations, participation in decision-making, and diversity of employment wealth. QWL combines alignment between the work environment and employees' personal lives. A positive evaluation of the work environment will bring a feeling of psychological well-being, while a negative evaluation creates dissatisfaction. Beyond the intrinsic motivation generated by dispositional variables (personality, self-esteem, emotional intelligence, etc.), environmental variables can also influence behavior in the workplace (Koohbanani et al., 2019; Zaman & Ansari, 2022). For example, suppose a person feels that his company pays special attention to the employee's QWL quality of working life and "cares" about him. In that case, the likelihood of performance beyond the requirements may increase.

Organ (2018) states: "Employees may feel that they owe OCB to others (their leaders or co-workers), to the organization, that they have a moral and expected obligation from them. based on social norms." This behavior arises because of the feeling of individuals as members of the organization who are satisfied if they can do something more than the organization (Sri-Ramalu & Janadari, 2022). Regarding the relationship between quality of working life and OCB, the most commonly supported idea is that the quality of working life, specifically job satisfaction, can affect OCB rather than vice versa. Therefore, based on the above theoretical and empirical foundations, it can be hypothesized that:

H5 : QWL positively affects OCB

2.6 The Mediation Role of Psychological Empowerment

Authentic leadership refers to "patterns of leader behavior that harness and promote both positive psychological capacities and positive ethical climates, to foster greater self-awareness, internalized moral perspectives, balanced information processing, and relational transparency on the part of leaders who work with followers, fostering the positives of self-development" (Walumbwa et al., 2007, p.94). Authentic leadership is a form that promotes perspective and positively demonstrates internalized morals that authentic leadership is positively linked to important organizational outcomes such as job satisfaction and job performance (Bird et al., 2009, 2012; Leroy et al., 2011; Walumbwa et al., 2008).

Previous studies have found that psychological empowerment can mediate the influence of authentic leadership on OCB (Gill et al., 2017; Shapira-Lishchinsky & Benoliel, 2019; Shapira-Lishchinsky & Tsemach, 2014). This explains that authentic leaders can facilitate increased psychological empowerment and encourage employees' citizenship behaviors by making employees more aware of the importance and value of helping each other at work. Therefore, based on the above theoretical and empirical foundations, it can be hypothesized that:

H6: Psychological Empowerment mediates the influence of Authentic Leadership on OCB

2.7 The Mediation Role of QWL

One of the objectives of this study is to test the role of QWL mediation between authentic leadership and OCB relationships. Although individuals have varying considerations and assessments of the domains in work, the overall evaluation is generally based on the level of satisfaction with the various job domains (Ko, 2021). This satisfaction is influenced by life events, such as experiences, perceptions, values, and living conditions (Sirgy, 2012, p.543). Furthermore, this satisfaction is reflected in harmony between the work environment and the employee's personal life, encouraging employees to help the organization protect themselves from the negative work environment and increase productivity, cooperation, and visible performance (Kaya, 2015). In addition, it is willing to provide additional resources (time, effort, and knowledge) (Organ, 2018).

The QWL assumed in this study comes from the value of authentic leadership that directs and promotes positive psychological capacities and a positive ethical climate (Qiu et al., 2019). Then this mechanism, in turn, increases the willingness of employees to behave to help companies to improve resource efficiency in adapting better to a dynamic environment (Podsakoff et al., 2006). In other words, this study assumes authentic leadership as a predictor of QWL, and QWL acts as a mediator in the relationship between authentic leadership and OCB. Therefore, based on the above theoretical evidence, this study hypothesized that:

H7 : QWL mediates the influence of Authentic Leadership on OCB

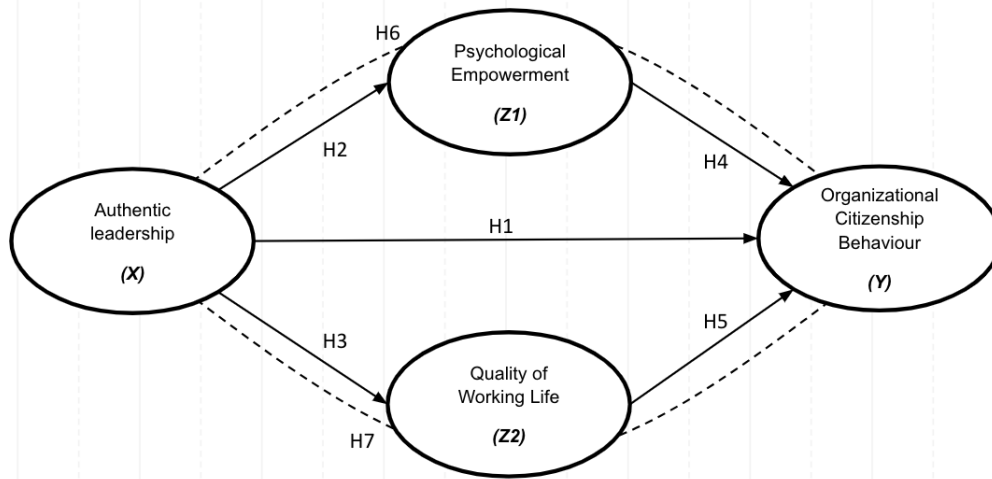


Figure 1. Research Models

3. Method

3.1 Data Collection Procedures

Data was collected through an online questionnaire disseminated with the Google form platform through social media and email to colleagues and networks of researchers working in Jakarta and Surabaya's public and private sectors. Jakarta and Surabaya are the main objects in this study because they are the two largest cities in Indonesia, and various businesses and industries in Indonesia are centered in these two cities. The questionnaires were distributed cross-sectionally, containing answer fields related to demographic characteristics (gender, age, profession, tenure) and four-variable answer fields in the construction of this study.

The online questionnaire of this study was disseminated from October 18 to November 18, 2022, through various social media. Furthermore, the collected data will be filtered by purposive sampling. The sample used in this study is determined with certain criteria and considerations (Zikmund et al., 2010). The criteria for this research sample have been determined as respondents with the status of permanent employees. Hence, respondents categorized as contract, outsourcing, and internship employees will be separated and not included as testing data for this study. Data were collected from as many as 296 respondents and 271 (91.55%) samples that met the specified criteria.

The data that was successfully collected in this study (see Table 1) has demographic characteristics in the dominance of the male employee with 114 people (25.2%), the age level dominance of >25 years which is 95 people (21.0%), tenure of work in the dominance of >5 years is the respondent with the largest number with 149 people or (33.0%), and dominated by the level of S1 education with 212 people (46.9%). The respondents to this study were employees who worked in the Surabaya area, with 172 people (38.1%). In comparison, employees who worked in the Jakarta area were 99 people (21.9%), and overall, the domination of the employment sector in the education sector was 79 people (29.2%).

Table 1. Characteristics of Respondents

Demography	Total	%
Gender		
Male	114	25.2
Female	157	34.7
Age		
<25 Years Old	95	21.0
25-30 Years Old	65	14.4
31-35 Years Old	31	6.9
36-45 Years Old	42	9.3
>45 Years Old	38	8.4
Education		
High school	20	4.4
Diploma	22	4.9
Bachelor	212	46.9
Master	16	3.5
Doctor	1	.2

Demography	Total	%
Tenure		
<5 Years	149	33.0
5-10 Years	38	8.4
11-15 Years	33	7.3
>15 Years	51	11.3
Region		
Jakarta	99	21.9
Surabaya	172	38.1
Work Industry		
Public Sector	34	12,5
Education	79	29.2
Health	24	9.0
Finance & Banking	38	13.9
Manufactory	30	11.1
Technology & Information	23	8.3
Retail	26	9.7
Others	17	6.3

3.2 Measurement

The design of this study's fourth measuring instrument variable was entirely adapted from various previous studies. The independent variable in this study is Authentic Leadership (X), measured by eight items divided into four dimensions: Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing (Walumbwa et al., 2008). Of the eight grains, each dimension has two grains, all measured on a five-point Likert scale (Never-Always).

The first mediation variable, Psychological Empowerment (Z1), is measured by 12 items divided into four dimensions: Impact, Meaning, Competence, and Self Determination (Spreitzer, 1995). Furthermore, this study's 12 items on Psychological Empowerment are divided into four dimensions of three each. Finally, all Psychological Empowerment items are measured on a five-point Likert scale (Never-Always).

Then the second mediation, namely QWL (Z2), was measured through 23 items divided into six dimensions with varying amounts, namely Job and Career Satisfaction (six), General Well-Being (six), Stress at Work (two), Control at Work (three), Home-Work Interface (three), and Working Conditions (three) constructed according to previous research (Easton & Laar, 2013). In the construction of QWL, there are three reverse questions on the dimensions of General Well-Being (currently, I feel unhappy and depressed) and Stress at Work (I often feel depressed at work, and I often feel stress levels at work). Furthermore, 23 QWL questions in this study were measured on a five-point Likert scale (Strongly Disagree-Strongly Agree).

Furthermore, in this study, the dependent variable OCB (Y) was measured through seven items which were divided into two dimensions, namely OCB-Individual (four) and OCB-O (three), which are adapted from previous studies (Taylor, 2013; Williams & Anderson, 1991). The seven OCB items in this study were all measured on a five-point Likert scale (Never-Always).

3.3 Data Analysis

The PLS-SEM or partial least square technique was used in this study for exploratory purposes (Hair et al., 2017, p.4) and to test the convergence of the proposed model (Ringle et al., 2012). In addition, using PLS-SEM is expected to provide optimal results in regression and mediation analysis (Hair et al., 2019). Furthermore, this study also adopts hierarchical component models or second-order constructs (Garson, 2016), where all dimensions in each study variable are included in the testing and estimation of the model. Next, the second-order construction in this research model is assumed to be a reflective-reflective representation, where the indicators of each dimension in each order are arranged reflectively (Becker et al., 2012).

The data collected was then tested in two stages: the evaluation model (validity and reliability test) and the structural equation model with statistical tools through the SmartPLS 3.0 software. First, in the evaluation model, the analysis is carried out with an outer model evaluation consisting of convergent validity, discriminant validity, and internal consistency reliability (Hair et al., 2014). Then the next step of structural model testing refers to the structural model assessment procedure proposed by (Hair et al., 2017, p. 30) by analyzing six stages, namely collinearity assessment, path coefficients, coefficient of determination (R^2), effect size (F^2), and cross-validated redundancy (Q^2). Furthermore, direct influence hypothesis testing is carried out by looking at the t-value and p-value, with significant provisions if the t-value > 1.96 (5%) and the p-value < 0.05 (5%) (Hair et al., 2017, p.154). Finally, the mediation hypothesis was tested using an approach based on Baron & Kenny (1986) to determine the type of mediation of this study (Hair et al., 2017, pp. 221-222).

4. Result and Discussion

4.1 Measurement Model

Table 2 presents the mean value of each indicator. First, it shows that the mean value of the QWL and OCB variables that consider a high category because they have an average of 3.744 and 4.047 or is in the range of 3.41-4.20. In contrast, the mean value for authentic leadership and psychological empowerment variables is very high, as their average scores are 4.227 and 4.348, or in the range of 4.21-5.00.

Based on the convergent validity test procedure, an indicator is said to be valid if it has a loading factor value of > 0.5 . In addition, it also needs to have a good construct validity indicated by the Average Variance Extracted (AVE) value of > 0.5 (Hair et al., 2017, p.112). Based on the results presented in Table 2, the outer loading value of almost the entire indicator of the four variables in the first order and second order has a range of 0.690 – 0.989 or shows a value of > 0.5 , with AVE values more than 0.5 (see Figure 2 and Table 2). Furthermore, the discriminant validity results based on the Fornel-Lacker criterion show that the entire construct is larger than others. Lastly, the values of HTMT are below threshold 0.9, indicating the measurement model's satisfactory discriminant validity (see Table 3). Hence, overall results suggest that the indicators and variables used have met the validity requirements so that all indicators and variables can be used for further analysis.

Table 2. Measurement Model

Construct	Indicator	Mean	Outer Loadings First Order	Outer Loadings Second Order	Cronbach's Alpha	Composite Reliability	AVE
Authentic Leadership		4.227			0.918	0.934	0.639
Self-Awareness					0.828	0.921	0.853
	AL1	4.207	0.916	0.795			
	AL2	4.218	0.931	0.870			
Relational Transparency					0.813	0.914	0.842
	AL3	4.269	0.923	0.817			
	AL4	4.210	0.912	0.766			
Internalized Moral Perspective					0.728	0.880	0.785
	AL5	4.225	0.905	0.871			
	AL6	4.173	0.867	0.743			
Balanced Processing					0.667	0.856	0.749
	AL7	4.269	0.890	0.825			
	AL8	4.244	0.839	0.690			
Psychological Empowerment		4.348			0.978	0.980	0.804
Competence					0.892	0.934	0.825
	PE1	4.446	0.945	0.844			
	PE2	4.443	0.943	0.838			
	PE3	4.273	0.832	0.938			
Self-Determination					0.896	0.937	0.832
	PE4	4.280	0.957	0.926			
	PE5	4.443	0.812	0.849			
	PE6	4.280	0.959	0.937			
Impact					0.892	0.934	0.827
	PE7	4.446	0.815	0.832			
	PE8	4.284	0.950	0.927			
	PE9	4.280	0.955	0.934			
Meaning					0.900	0.939	0.837
	PE10	4.277	0.951	0.932			
	PE11	4.432	0.821	0.846			
	PE12	4.292	0.965	0.946			

Construct	Indicator	Mean	Outer Loadings First Order	Outer Loadings Second Order	Cronbach's Alpha	Composite Reliability	AVE
Quality of Working Life		3.744			0.997	0.997	0.941
Job and Career Satisfaction					0.990	0.992	0.953
	QWL1	3.734	0.984	0.982			
	QWL2	3.738	0.986	0.983			
	QWL3	3.753	0.982	0.979			
	QWL4	3.745	0.980	0.981			
	QWL5	3.768	0.956	0.952			
	QWL6	3.727	0.969	0.972			
General Well-Being					0.988	0.990	0.943
	QWL7	3.753	0.979	0.965			
	QWL8*	3.756	0.943	0.948			
	QWL9	3.749	0.975	0.963			
	QWL10	3.749	0.980	0.968			
	QWL11	3.727	0.979	0.980			
	QWL12	3.749	0.971	0.979			
Stress at Work					0.995	0.997	0.995
	QWL13*	3.731	0.997	0.985			
	QWL14*	3.727	0.997	0.984			
Control at Work					0.988	0.992	0.977
	QWL15	3.734	0.993	0.985			
	QWL16	3.745	0.989	0.974			
	QWL17	3.745	0.982	0.965			
Home-Work Interface					0.971	0.981	0.945
	QWL18	3.731	0.981	0.981			
	QWL19	3.764	0.963	0.933			
	QWL20	3.753	0.973	0.976			
Working Conditions					0.970	0.981	0.944
	QWL21	3.749	0.980	0.968			
	QWL22	3.749	0.951	0.949			
	QWL23	3.745	0.984	0.956			
Organizational Citizenship Behaviour					0.932	0.945	0.712
OCB Individual		4.047			0.866	0.909	0.714
	OCB1	3.856	0.787	0.820			
	OCB2	4.114	0.887	0.765			
	OCB3	4.118	0.818	0.911			
	OCB4	4.125	0.883	0.759			
OCB Organizational					0.895	0.936	0.831
	OCB5	4.122	0.962	0.909			
	OCB6	3.871	0.808	0.816			
	OCB7	4.122	0.956	0.910			

Note: * = Reverse Item

Table 3. Discriminant Validity

	Fornel-Lacker Criterion				Heterotrait-Monotrait Ratio			
	AL	OCB	PE	QWL	AL	OCB	PE	QWL
AL	0.799				AL			
OCB	0.249	0.844			OCB	0.272		
PE	0.263	0.405	0.897		PE	0.277	0.423	
4	0.369	0.431	0.330	0.970	QWL	0.391	0.450	0.336

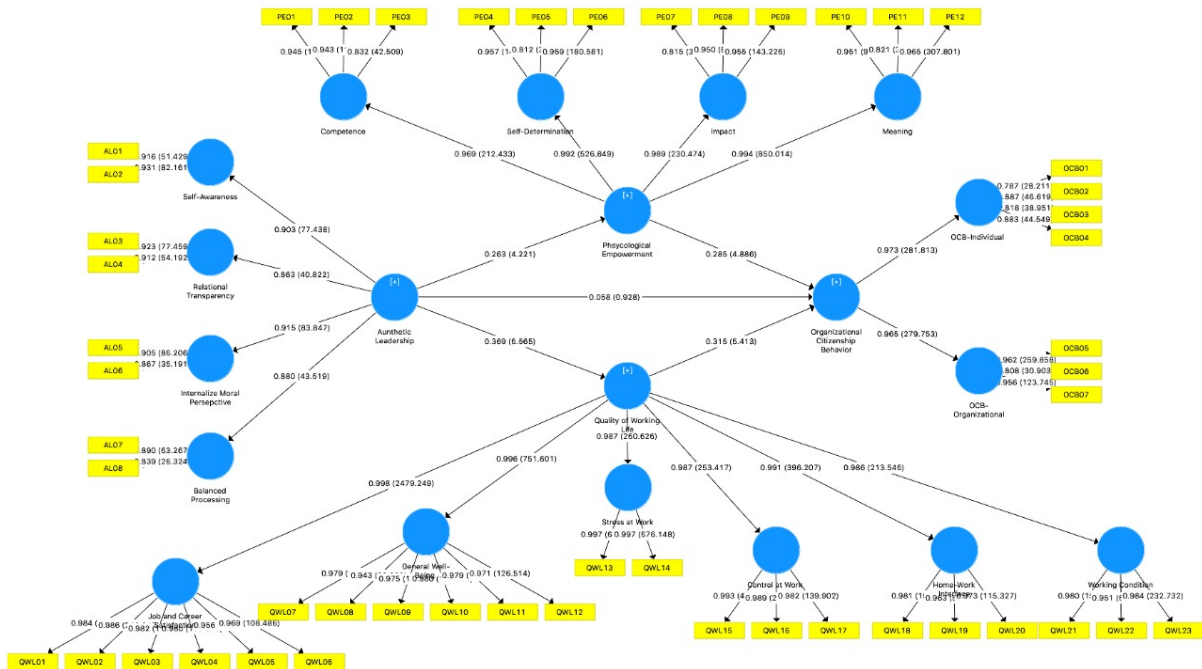


Figure 2. Outer Loading

The next step is to analyze the reliability of the research instrument. Looking at the composite reliability value and Cronbach's alpha in Table 2, almost all variables and dimensions have composite reliability values and Cronbach's alpha >0.7, meaning they are considered good and qualified (Hair et al., 2017, p.111). However, the authentic leadership dimension, namely balance processing, shows a lower value of Cronbach's alpha of 0.667. Nonetheless, the value is still acceptable because it is reasonable (Hair et al., 2017, p.115; Taber. 2018). This is reinforced by the entire construct of variables and dimensions having a value of >0.7 on composite reliability.

Structural Model

In the structural equation model, the results of OCB variable indicator R^2 show a value of 0.266, and the value of Q^2 is 0.186. While for the psychological empowerment variable, the R^2 value is 0.069, with Q^2 being 0.055. Lastly, the QWL variable's R^2 value is 0.136 with $Q^2 = 0.127$. According to Hair et al. (2012), a value of 0.1 on R^2 is acceptable in the social sciences, while 0.20 is considered high. For the Q^2 indicator, the value of Q^2 of more than 0 hints that the exogenous constructs have minor respective predictive relevance for the endogenous construct (Hair et al., 2017, pp. 176-177). Moreover, the results of the effect size (F^2) show that low effect and below the small category (≥ 0.02) that is shown in the authentic leadership construction of OCB. More details on the results of explained variance, effect size, and predictive power can be seen in Table 4.

Table 4. Explained Variance. Effect Size. dan Predictive Power

Dependent Variable	R^2	F^2			Q^2
		AL	PE	QWL	
OCB	0.266	0.004	0.096	0.109	0.186
PE	0.069	0.074			0.055
QWL	0.136	0.158			0.127

Furthermore, in the structural equation model, the direct influence between variables can be identified through the path coefficient. In contrast, indirect influences or mediation effects can be tested through specific indirect effects. The path coefficients and specific indirect effects to determine the presence or absence of significant influences can be reviewed based on the value of T-statistics with a bootstrapping procedure through the terms T-statistics 1.96 (significance level=5%) and the P-Values value < 0.05 (Hair et al., 2017 p.195).

Table 5. Path Coefficient

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Hypothesis
AL → OCB	0.058	0.056	0.063	0.928	0.354*	H ₁ rejected
AL → PE	0.263	0.265	0.062	4.221	0.000*	H ₂ accepted
AL → QWL	0.369	0.370	0.056	6.565	0.000*	H ₃ accepted
PE → OCB	0.285	0.286	0.058	4.886	0.000*	H ₄ accepted
QWL → OCB	0.315	0.316	0.058	5.413	0.000*	H ₅ accepted
AL → PE → OCB	0.075	0.076	0.023	3.199	0.001*	H ₆ accepted Full Mediation
AL → QWL → OCB	0.116	0.118	0.031	3.762	0.000*	H ₇ accepted Full Mediation

Note: AL: Authentic Leadership QWL: Quality of Working Life
 PE: Transformational Leadership OCB: Organizational Citizenship Behavior
 *: significant at the 0.05 level n.s.: not significant at the 0.05 level

Table 5 presents the value of the coefficients that indicate the magnitude and direction of the effect of the independent variables on the dependent variables. The hypotheses testing is done by considering the T-statistics value or the P-Values. The results of this study show support for four hypotheses: H₂ accepted ($\beta = 0.263$, $t = 4.221$, $p < 0.05$), H₃ accepted ($\beta = 0.369$, $t = 6.565$, $p < 0.05$), H₄ accepted ($\beta = 0.285$, $t = 4.886$, $p < 0.05$), H₅ accepted ($\beta = 0.315$, $t = 5.413$, $p < 0.05$). While H₁ is rejected, namely the influence of authentic leadership on OCB ($\beta = 0.058$, $t = 0.928$, $p > 0.05$).

Both hypotheses of indirect influence that have been formulated in this study are supported, of which H₆ is accepted ($\beta = 0.075$, $t = 3.199$, $p < 0.05$) and H₇ is also accepted ($\beta = 0.116$, $t = 3.762$, $p < 0.05$). Moreover, the mediation test on H₆ and H₇ indicates a full mediation effect. Thus the results suggest that the influence of authentic leadership on OCB is mediated by psychological empowerment and QWL.

Discussion

The results of this study show that authentic leadership does not have a direct effect on OCB. This result differs from previous studies where authentic leadership improves OCB (Ribeiro et al., 2018; Sri Ramalu & Janadari, 2022). These findings indicate that providing the resources authentic leaders requires does not impact subordinates' ability to do anything more than the organization. In addition, the actions of authentic leaders based on standards of moral values and internal values as a form of self-regulation do not necessarily make subordinates have moral obligations that are expected to perform extra roles in their work.

Furthermore, the findings show that authentic leadership affects psychological empowerment. Similar results were also shown in research conducted by Shapira-Lishchinsky & Tsemach (2014) and Shapira-Lishchinsky & Benoliel (2019); authentic leadership can make employees feel valuable and useful in the employee's work environment. The results of this study show that direct supervisors who can understand their power (self-awareness) can grow the involvement of their subordinates in doing the work or responsibilities given to the employee; hence employees can feel the work given is meaningful to them.

The findings also related to the balance of employee life, where authentic leadership affects QWL. The findings in this study show a direct relationship between authentic leadership and QWL, which indicates the role of leaders in the balance of employee work life. The ability possessed in authentic leadership, namely creating a pleasant and positive work environment for employees. Such leaders' actions can allow their subordinates to voice opinions on changes in the work environment. In addition, the leader has a strong and consistent attitude to each of his actions to reduce the ambiguity of the roles or duties of his subordinates. This is because the leader clearly describes the role given to his subordinates to reduce employee pressure on working conditions.

Moreover, the results of this study also show that psychological empowerment has a direct influence on OCB. This is in line with the findings of previous studies where psychological empowerment has been proven to produce positive emotions, encourage progressive change, and facilitate positive behaviors (Shapira-Lishchinsky & Benoliel, 2019; Shapira-Lishchinsky & Tsemach, 2014). This study found that a person who has his meaning in carrying out his duties

will try to help his colleague (another employee) or a new employee who needs his help. In addition, a person who has high self-determination in terms of being able to decide for himself how to do his job and has more control over what happens in his work will have a high level of responsibility to the company, such as always giving advance notice of not being able to enter work. This is supported by several previous studies that prove that employees with high psychological empowerment can help colleagues and their superiors or behave positively toward others, so they will also have a high level of OCB (Shapira-Lishchinsky & Tsemach, 2014; Turnipseed & VandeWaa, 2020). High employee psychology empowerment will give employees a positive perception of the organization, ultimately improving OCB (Joo & Ready, 2018; Shapira-Lishchinsky & Benoliel, 2019).

In addition, the results of this study also show that QWL has a direct influence on OCB. This is in line with the findings of previous studies that if employees feel that their company pays special attention to QWL (quality of working life), they will be more concerned about themselves and the surrounding environment (Koohbanani et al., 2019; Zaman & Ansari, 2022). Furthermore, this finding shows that a person who has a low level of stress or does not feel pressured in doing his job will be light-handed in helping his co-workers or doing tasks or jobs given by his superiors. In addition, in this study, it was also found that someone who has control of work, such as being able to voice opinions and influence changes in their workplace and be involved in influential decisions, will have a high sense of responsibility in their work or can be called organizational OCB. This is also supported by previous research that states that this behavior (OCB) arises due to the feeling of individuals as members of the organization who have a sense of satisfaction if they can do something more than the organization (Sri-Ramalu & Janadari, 2022).

Furthermore, the indirect influence test results show that psychological empowerment fully mediates the relationship between authentic leadership and OCB. This is in line with the findings of previous studies (Gill et al., 2017; Shapira-Lishchinsky & Benoliel, 2019; Shapira-Lishchinsky & Tsemach, 2014), who explained that authentic leaders could facilitate increased psychological empowerment and encourage OCB by making employees more aware of the importance and value of helping each other at work. This further shows that self-awareness, which is authentic leadership, encourages subordinates to reflect on their work meaningfully and significantly impacts the organization's continuity, further triggering the desire and willingness to provide assistance voluntarily to meet the organization's goals.

Finally, the finding also shows that QWL fully mediates the effect of authentic leadership on OCB. These findings demonstrate QWL's key role in transmitting authentic leadership values to increase subordinates' willingness to contribute more than their main job demands. Thus, the role of the leader in improving various job domains, such as opportunities to develop new skills and improve welfare. In turn, it improves subordinates' morale and shows a willingness to help colleagues and organizations with their resources. In general, the findings show that QWL and psychological empowerment are vital in mediating the effects of authentic leadership to encourage employees to be willing to demonstrate OCB in the work environment.

5. Conclusion

This study provides insights into how organizations can drive OCB in the work environment. Through value-focused leadership styles such as authentic leadership, individual motivational factors such as psychological empowerment, and the total work environment reflected with QWL, this research seeks to test the constellation of proposed models with the support of various previous studies. The findings of this study suggest that authentic leadership will only impact OCB when leaders focus on improving the overall domain of the organization.

The findings show that QWL and psychological empowerment are vital in passing on the effects of authentic leadership to encourage employees to be willing to demonstrate OCB in the work environment. The proven direct influence of authentic leadership on QWL and the mediating role of QWL indicates that authentic leadership style significantly impacts the organization's various domains. In addition, the mechanism found by this study shows that authentic leadership with attitudes, roles, and powers does not necessarily encourage subordinates to participate and help each other voluntarily in facing work challenges. However, authentic leadership can direct actions and policies to support the capacity building of subordinates to work and align the needs of subordinates and the organization fairly and transparently. Furthermore, it will organically condition the organizational environment with a high OCB.

The findings of this study can be a reference for various business organizations in Indonesia, especially in big cities such as Jakarta and Surabaya, related to the development of authentic leadership. In addition, the questionnaire instruments used in this study can be used to evaluate organizations, identify organizational conditions such as QWL, and integrate the findings of this model into organizational practices. In addition, this research may serve as a foothold for future research where further testing of the direct influence of authentic leadership on QWL in specific and broader contexts is still needed.

This study has a few limitations that subsequent studies can fill. First, only Jakarta and Surabaya are included in the data for these results, hence slightly restricting the conclusions that can be drawn about the organizational context in Indonesia using the findings of this research. Second, the distribution of cross-sectional surveys used to gather the data for this study has little bearing on the results that will be revealed in the future. Third, the research conducted a quantitative study that was restricted to determining how variables interacted and left open-ended inquiries about the nature of authentic leadership in Indonesia and the significance felt by employees.

For this reason, this study advises extending the context to creating variables akin to those in future studies. As a result, organizational studies will benefit from more comprehensive insights and significant contributions. Furthermore, the dissemination of data over time lags on the same object can be considered in future research, increasing the novelty of the conclusions and offering theoretical advantages. Finally, the future study can also close any gaps in our understanding of genuine leadership in Indonesia by using qualitative and experimental techniques that could lead to new, deeper, and more comprehensive understandings.

Author Contribution

Alvin Permana Emur: conceptualization, writing original draft, data curation, formal analysis, investigation, methodology, supervision.

Maulidya Niken Widyasari: writing review and editing, validation, visualization.

Nyimas Ratna Kinnary: writing original draft, review and editing, validation.

Rizky Narendra Putra: writing review and editing, visualization.

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Conflict of Interest

The authors declare that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.

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