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RESEARCH ARTICLE / ARTIKEL PENELITIAN

## **Organization-based Self-Esteem and Authentic Leadership as Organizational Citizenship Behavior Factors (*Organization-based self-esteem dan Kepemimpinan Autentik sebagai Faktor Organizational Citizenship Behavior*)**

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### **ABSTRACT**

Organizational citizenship behavior is an important issue in achieving effectiveness and efficiency within an organization. This study aims to determine the correlation between organization-based self-esteem and authentic leadership with employees' organizational citizenship behavior. This is a quantitative study with a sample of 382 civil servants from Boyolali, Indonesia, selected using a cluster random sampling technique. The instruments used are organizational citizenship behavior, organization-based self-esteem, and authentic leadership scale. Based on the results, there is a correlation between organization-based self-esteem and authentic leadership with organizational citizenship behavior. Organization-based self-esteem and authentic leadership are significantly correlated with organizational citizenship behavior ( $p < .05$ ). This study found that authentic leadership and organization-based self-esteem are both capable of facilitating the emergence of organizational citizenship behavior in employees.

**Keywords:** *authentic leadership, organization-based self-esteem, organizational citizenship behavior*

### **ABSTRAK**

*Organizational citizenship behavior* merupakan isu penting untuk mencapai efektifitas dan efisiensi dalam organisasi. Penelitian ini bertujuan mengetahui hubungan antara *organization-based self-esteem* dan kepemimpinan autentik dengan *organizational citizenship behavior* pegawai. Penelitian ini menggunakan metode kuantitatif dengan jumlah partisipan 382 pegawai negeri sipil Kabupaten Boyolali, diambil dengan teknik *cluster random sampling*. Instrumen yang digunakan adalah skala *organizational citizenship behavior*, *organization-based self-esteem*, dan kepemimpinan autentik. Berdasarkan hasil analisis menggunakan analisis regresi linear berganda, terdapat hubungan antara *organization-based self-esteem* dan kepemimpinan autentik dengan *organizational citizenship behavior*. Selain itu, secara parsial *organization-based self-esteem* dan kepemimpinan autentik berkorelasi secara signifikan dengan *organizational citizenship behavior* ( $p < 0,05$ ). Penelitian ini menemukan bahwa kepemimpinan autentik dan *organization-based self-esteem* mampu memfasilitasi munculnya *organizational citizenship behavior* pada pegawai.

**Kata kunci:** *kepemimpinan autentik, organization-based self-esteem, organizational citizenship behavior*

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## INTRODUCTION

Performance on core tasks (i.e., in-role behavior) and on tasks other than the core responsibilities (i.e., extra-role behavior) are strongly related to employee and organizational work productivity (Langton et al., 2015; Podsakoff et al., 2000). Podsakoff and associates (2000) suggest that organizational citizenship behavior plays a role in increasing organizational productivity, facilitating the effectiveness of coordination within the organization, increasing organizational capability and stability, and increasing adaptability in dealing with changes. An organization can develop if its members are involved in all positive behaviors such as engaging in innovative and spontaneous activities that are not only limited to their specific roles (Khaerunisah et al., 2021). The behavior beyond one's main role is often known as organizational citizenship behavior (OCB; Organ et al., 2006).

This extra-role behavior has received a lot of attention from organizations, both in the profit and non-profit sectors, such as hospitals, banks, bodies of civil servants and universities or schools (Khaerunisah et al., 2021). Based on previous research, OCB has been found to contribute greatly to employee performance (Cahya et al., 2021; de Geus et al., 2020; Ilmih, 2018; Vridyaningtyas, 2022), organizational performance (Sumarmi & Tjahjono, 2021), and turnover intention (Andriani, 2020; Susanti et al., 2020). This indicates that it is an important variable in organizational sustainability. OCB is an important issue for achieving effectiveness and efficiency in organizations (Pratama et al., 2022).

However, not all employees are willing to perform extra-role behaviors beyond their job descriptions. Our preliminary study on 40 employees found that 28 employees (70%) often complained when asked to work outside their working hours. This indicated a low level of OCB among these employees. Several factors have been documented to influence OCB, including work-life balance, happiness at work, work commitment, transformational leadership, job satisfaction, organizational culture and interpersonal communication (Herfina & Wulandari, 2019; Nurjanah et al., 2020; Pratama et al., 2022; Yosefina et al., 2021).

Through a systematic review, Grasiawaty (2021) found that there were internal aspects (e.g., personality, job satisfaction, organizational commitment) and contextual factors (e.g., leadership, organizational support, and organizational culture) contributing to OCB among employees in Indonesia. More specifically, in the public organization sector, De Geus and colleagues (2020) found that organizational commitment, organizational justice, motivation to provide public services, good leadership, and affective commitment are antecedents of OCB. Furthermore, de Geus and colleagues (2020) found that in the public sector, different characteristics of employees and leadership are associated differently with OCB. Hence, more research are warranted to disentangle this complex relationship.

Leadership is one of the factors influencing OCB (de Geus et al., 2020; Grasiawaty, 2021; Organ et al., 2006). One relevant leadership concept is the authentic leadership (AL Zaabi et al., 2016; Joo & Jo, 2017; Roncesvalles & Gaerlan, 2021; Shaikh et al., 2022). It is a leadership style characterized by a leader who is confident, hopeful, tenacious, optimistic, ethical, transparent/honest, future-oriented, and prioritizing the development of colleagues to become leaders without using coercion, but rather with values and beliefs (Luthans & Avolio, 2003). Authentic leaders build a fair and open work environment, can maintain good relations with employees, and keep them involved and valued within the organization (Avolio et al., 2004). Authentic leaders can also implement helping behavior between employees and leaders, which can later increase trust and belongingness to both the leader and the organization. In turn, this may result in performance improvement among employees, including OCB (Walumbwa et al., 2010). Authentic leaders are able to play a persuasive role in facilitating employees to be more aware of the importance of OCB by providing trust and fulfilling employees' needs, so they become more motivated (Quraishi & Aziz, 2018).

Apart from leadership, another factor affecting OCB is organization-based self-esteem (Chattopadhyay, 2003; Herrysono & Franksiska, 2022; Pourkiani & Askaripoor, 2015). It is the extent to which an employee believe that they are capable, worthy, significant, influential, and contributing to the company (Pierce & Gardner, 2004). It will make employees feel important, valuable, and worthy keeping in the company, so that they can control their actions, accept criticism well, enjoy challenging tasks, while not getting confused when errors are made or worried when dealing with demands (Herrysono & Franksiska, 2022). High organization-based self-esteem will make employees more aware and responsible at work, encouraging them to behave ideally beyond the organizational expectations inasmuch as their self-confidence and pride are tied with being a part of the organization (Herrysono & Franksiska, 2022). Therefore, high levels of organization-based self-esteem will promote an employee's OCB, particularly helping co-workers out in order to maintain their positive image.

Based on the information above, we hypothesized that organization-based self-esteem and authentic leadership would be correlated with OCB. This study aims to investigate this association.

## METHODS

### *Research Design*

This study was a cross-sectional survey, using a quantitative approach to investigating the correlation between the research variables. In particular, three variables were involved, namely OCB as the outcome variable, and organization-based self-esteem and authentic leadership as the predictors.

### *Participants*

This study involved 382 civil servants in Boyolali Regency (Indonesia) who were recruited using a cluster random sampling technique. The target population comprised 7,502 civil servants in Boyolali Regency, spread across 29 governmental offices from which five offices were randomly sampled. All participants consented to take part in the study and clearance for the data collection was obtained from our research institute. Prior to the data collection, participants were informed about the study and their rights as participants, including the voluntary nature of their participation and the confidentiality of their data.

The sample was predominantly female with 210 employees (54.97%), while the number of male participants were 172 (45.03%). Their age range was 22 – 60 years and the majority (239 employees, 62.67%) was in their middle adulthood (41 – 65 years), while the other 147 (37.17%) were in their early adulthood (20 – 40 years). Based on the length of employment, 152 employees (39.8%) had been

working for 1 to 5 years, 115 employees (30.1%) for 6 to 10 years, and the remaining 115 employees (30.1%) for more than 10 years.

### Measurements

In this study, three instruments were used, namely the organization-based self-esteem scale, the authentic leadership scale, and the OCB scale. We developed the OCB scale based on a framework by Organ and associates (2006) which comprised several aspects, namely conscientiousness, altruism, courtesy, sportsmanship, and civic virtue. The scale consisted of 19 valid items with a reliability coefficient of .880 and item discrimination indices ranging between .329 and .701. Moreover, we used an Indonesian version of the organization-based self-esteem scale by Satriawan (2012). The original scale was based on a framework Pierce and associates (1989), comprising aspects of self-perception in the organization, perceived judgments of others, and work performance. This scale consisted of ten valid items with a reliability coefficient of .896 and item discriminant indices between .343 and .877. Furthermore, for authentic leadership, we used the Authentic Leadership Questionnaire (ALQ) which was based on a theory by Walumbwa and associates (2008). We used the Indonesian version by Ismullah (2018). This scale included aspects of relational transparency, self-awareness, internalized moral perspective, and balanced processing. This scale consisted of 16 valid items with a reliability coefficient of .946 and item discrimination indices ranging between .376 and .873.

All instruments in this study used a four-point Likert scale: Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1). Scores were reversed for unfavorable items. Higher total scores indicated higher levels of OCB, organization-based self-esteem, and authentic leadership; and vice versa

### Data Analysis

The assumptions of normality and linearity were tested prior to the hypothesis testing. A Kolmogorov-Smirnov normality test resulted in  $D = 0.070$  ( $p > .05$ ), indicating a normal distribution of the data. A linearity test between OCB and organization-based self-esteem yielded a value of 0.141 ( $p > 0.05$ ), indicating a linearity between the two. Additionally, another linearity test between OCB and authentic leadership resulted in a value of 0.087 ( $p > 0.05$ ), hinting at a linearity between these two variables. Therefore, in order to test the hypothesis, a multiple linear regression analysis was conducted in SPSS version 20.

## RESULTS

The sample had an average 62.52, for OCB, 25.33 for organization-based self-esteem, and 51.79 for authentic leadership (see Table 1).

**Table 1.** Descriptive statistics (N=382)

Variables	Empirical Data	
	M	SD
Organizational Citizenship Behavior	62.52	5.677
Organization-based Self-esteem	25.33	6.145
Authentic Leadership	51.79	5.612

The results of the multiple linear regression supported the hypothesis, indicating significant correlations between organization-based self-esteem, authentic leadership, and OCB ( $R = .382$ ;  $R^2 = .146$ ;  $p < .05$ ) (see Table 2). Both predictors explained 14.6% of the total variance in OCB scores, while the remaining 85.4% could be explained by other factors outside of the research.

**Table 2.** Results of Multiple Linear Regression Analysis

<i>R</i>	<i>R</i> <sup>2</sup>	Adjusted <i>R</i> <sup>2</sup>	<i>F</i>	<i>p</i>
.382	.146	.142	32.468	.000

Further analysis showed partial effects of each predictor on the outcome variable. OCB was partially correlated with both organization-based self-esteem ( $p < .05$ ) and authentic leadership ( $p < .05$ ) (see Table 3).

**Table 3.** Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	<i>p</i>
	<i>B</i>	Std. Error	Beta		
(Constant)	44.142	2.521		17.512	.000
Organization-based self-esteem	.126	.053	.136	2.394	.017
Authentic leadership	.293	.058	.290	5.095	.000

## DISCUSSION

We found evidence supporting our hypothesis that organization-based self-esteem and authentic leadership would be correlated with OCB. The two predictors explained 14.6% of OCB variance, whereas 85.4% could be attributed to other factors that were not accounted for in this study. In particular, the finding suggested that higher levels of organization-based self-esteem and authentic leadership cooccurred with a higher level of OCB among employees.

Employees, especially those of governmental offices in this study, who believed that they were capable, worthy, significant, and influential in their organization, and whose leaders were capable to be authentic, confident, ethical, transparent/honest, and prioritizing their employees' development without using coercion, would feel more comfortable and willing to voluntarily perform at work beyond their formal job description. Authentic leaders could facilitate employees with high organization-based self-esteem to become more aware of the importance of OCB. According to Kusumajati (2014), the better quality of interaction between employees and their leaders leads to a higher level of OCB among the employees.

The finding of this study was in line with that of previous research documenting a link between organization-based self-esteem and OCB (Chattopadhyay, 2003; Herrysono & Franksiska, 2022; Royle, 2010; Wirawan, 2018), as well as between authentic leadership and OCB (Zaabi et al., 2016; Henviana & Sutisna, 2018; Joo & Jo, 2017; Roncesvalles & Gaerlan, 2021; Shaikh et al., 2022). Individuals who feel that they are important for their organization will more likely to engage in behaviors that are highly valued in the organization, such as extra-role behaviors (Royle, 2010). OCB can also manifest when there is a positive work environment, including when a leader treats their employees well. This behavior can motivate the employees to reciprocate by performing their best at work and contributing to the development of the organization. Likewise, Walumbwa and associates (2010) suggest that leaders, who focus on creating positive organizational climate, facilitate employees' morale and ethics, including OCB.

## CONCLUSION

To conclude, this study found a correlation between organization-based self-esteem, authentic leadership, and OCB. The former two significantly predicted the latter. We suggest that future studies should investigate further on how these three variables interact with each other. For instance, future researchers might want to consider testing organization-based self-esteem as a mediator or moderator

in the association between authentic leadership and OCB. Self-Esteem has been found to be mediating the correlation between ethical leadership and work performance (Saragih et al., 2020), but further investigation on how organization-based self-esteem, other leadership styles (e.g., authentic leadership), and other work performance-related construct (e.g., OCB) is still needed and may provide more insight. Another recommendation is to include other leadership styles or approaches, such as servant leadership, ethical leadership, transformational leadership and other leadership styles and investigate their relation to organization-based self-esteem and which style is the most effective in facilitating OCB among employees.

This study is certainly not without limitation. This study only involved civil servants Servants in Boyolali Regency. Follow-up studies should consider including employees of governmental offices in other cities to get a bigger and more diverse sample.

The finding of this study suggests that leaders should be more aware that their behavior influences how employees are willing to perform optimally. An authentic leader and employees with high levels of organization-based self-esteem in employees will lead to employees' motivation for extra-role behaviors. Therefore, it is important for organizations to develop positive leadership styles, such as authentic leadership. In addition, organization-based self-esteem among employees can also be improved by building transparent and mutually supportive communication between employees and the organization. This effort can create a sense of belonging and boost employees' capable and important for the organization.



## ***Organization-based self-esteem dan Kepemimpinan Autentik sebagai Faktor Organizational Citizenship Behavior***

Bekerja berdasarkan kinerja tugas utama (*in role*) dan melakukan peran di luar tugas utamanya (*extra role*) merupakan perilaku yang sangat terkait dengan produktivitas kerja pegawai dan organisasi (Langton dkk., 2015; Podsakoff dkk., 2000). Podsakoff dkk., (2000) mengemukakan bahwa *organizational citizenship behavior* berperan dalam peningkatan produktivitas organisasi, membantu efektivitas koordinasi dalam organisasi, meningkatkan kemampuan dan stabilitas organisasi, serta meningkatkan kemampuan adaptasi dalam menghadapi perubahan. Sebuah organisasi dapat berkembang apabila anggotanya terlibat dalam semua perilaku positif, seperti aktivitas inovatif dan spontan yang tidak hanya terbatas pada peran spesifik saja (Khaerunisah dkk., 2021). Perilaku di luar peran utama tersebut sering dikenal sebagai *organizational citizenship behavior* (Organ dkk., 2006).

Perilaku ekstra ini telah menerima banyak perhatian organisasi, baik dari sektor laba dan nirlaba, seperti rumah sakit, bank, pegawai negeri sipil dan pegawai universitas atau sekolah (Khaerunisah dkk., 2021). Beberapa penelitian menemukan bahwa OCB berkontribusi besar terhadap kinerja pegawai (Cahya dkk., 2021; de Geus dkk., 2020; Ilmih, 2018; Vridyaningtyas, 2022), kinerja organisasi (Sumarmi & Tjahjono, 2021), dan *turnover intention* (Andriani, 2020; Susanti dkk., 2020). Hal ini mengindikasikan bahwa *organizational citizenship behavior* merupakan variabel penting dalam keberlanjutan organisasi. *Organizational citizenship behavior* merupakan isu penting untuk mencapai efektivitas dan efisiensi dalam organisasi (Pratama dkk., 2022).

Namun, tidak semua pegawai menunjukkan kemauan untuk melakukan perilaku ekstra di luar deskripsi tugasnya. Hasil studi pra-penelitian kepada 40 pegawai menemukan bahwa sebanyak 28 pegawai, 70% dari 40 pegawai yang mengisi survei, sering mengeluh ketika diminta bekerja melebihi jam kerja. Hasil ini mengindikasikan rendahnya tingkat *organizational citizenship behavior* pegawai. Ditemukan beberapa faktor yang memengaruhi *organizational citizenship behavior* pegawai, seperti keseimbangan kehidupan-kerja, kebahagiaan di tempat kerja, komitmen kerja, kepemimpinan transformasional, kepuasan kerja, budaya organisasi, dan komunikasi interpersonal (Herfina & Wulandari, 2019; Nurjanah dkk., 2020; Pratama dkk., 2022; Yosefina dkk., 2021).

Lewat revidi sistematiknya, Grasiawaty (2021) menemukan bahwa terdapat aspek internal seperti kepribadian, kepuasan kerja, komitmen organisasi, dan faktor kontekstual seperti kepemimpinan, dukungan organisasi, dan budaya organisasi yang turut berperan terhadap OCB pada karyawan di Indonesia, secara lebih spesifik dalam sektor organisasi publik. De Geus dkk. (2020) menemukan bahwa komitmen organisasi, keadilan organisasi, motivasi untuk memberikan pelayanan publik, kepemimpinan yang baik dan komitmen afektif merupakan antecedent dalam *organizational citizenship behavior* pegawai. Penjelasan lebih lanjut, de Geus dkk. (2020) menemukan bahwa pada sektor publik, karakteristik pegawai dan kepemimpinan yang berbeda memiliki hubungan yang berbeda dengan *organizational citizenship behavior*, sehingga penelitian lebih lanjut perlu dilakukan untuk memahami peran yang berbeda tersebut.

Kepemimpinan merupakan salah satu faktor yang memengaruhi *organizational citizenship behavior* (de Geus dkk., 2020; Grasiawaty, 2021; Organ dkk., 2006). Salah satu konsep kepemimpinan yang berpengaruh terhadap *organizational citizenship behavior* adalah kepemimpinan autentik (AL Zaabi dkk., 2016; Joo & Jo, 2017; Roncesvalles & Gaerlan, 2021; Shaikh dkk., 2022). Gaya kepemimpinan autentik merupakan gaya kepemimpinan yang mengacu pada gaya pemimpin autentik percaya diri, penuh harapan, ulet, optimis, bermoral/etis, transparan/jujur, berorientasi masa depan dan mengutamakan pengembangan rekan untuk menjadi pemimpin tanpa menggunakan paksaan, namun dengan nilai dan keyakinannya (Luthans & Avolio, 2003). Pemimpin autentik membangun lingkungan kerja yang adil dan terbuka, serta dapat menjaga hubungan baik dengan pegawai dan menjaga agar

pegawai tetap terlibat dan dihargai di instansi (Avolio dkk., 2004). Pemimpin autentik juga dapat menerapkan *helping behavior* antar pegawai dan pimpinan, perilaku ini nantinya dapat meningkatkan kepercayaan dan *belonging* baik terhadap pemimpinnya maupun instansi yang berpengaruh terhadap peningkatan kinerja pegawai, termasuk melakukan pekerjaan di luar tugasnya secara sukarela, atau yang disebut *organizational citizenship behavior* (Walumbwa dkk., 2010). Pemimpin autentik mampu memainkan peran persuasif dalam memfasilitasi pegawai untuk lebih sadar akan pentingnya *organizational citizenship behavior* dengan memberikan kepercayaan serta hal yang dibutuhkan pegawai hingga menjadi lebih termotivasi (Quraishi & Aziz, 2018).

Selain pemimpin, faktor yang berpengaruh terhadap *organizational citizenship behavior* adalah *organization-based self-esteem* (Chattopadhyay, 2003; Herrysono & Franksiska, 2022; Pourkiani & Askaripoor, 2015). *Organization-based self-esteem* adalah tingkat kepercayaan pegawai bahwa dirinya mampu, layak, merasa berarti, dan berpengaruh, serta memberikan kontribusi terhadap perusahaan (Pierce & Gardner, 2004). Rasa percaya diri yang dimiliki oleh pegawai akan membuat mereka merasa menjadi seorang yang penting, berharga dan layak dipertahankan oleh perusahaan sehingga mampu mengontrol tindakannya dan dapat menerima kritik dengan baik, menyukai tugas yang menantang, tidak mengalami kebingungan ketika terjadi kesalahan serta tidak khawatir menghadapi tuntutan lingkungan (Herrysono & Franksiska, 2022). Tingginya *organization-based self-esteem* akan membuat pegawai memiliki kesadaran dan tanggung jawab dalam bekerja sehingga mendorongnya untuk berperilaku ideal melebihi harapan organisasi karena rasa percaya diri dan kebanggaannya menjadi bagian dari organisasi (Herrysono & Franksiska, 2022). Oleh karena itu, semakin tinggi tingkat *organization-based self-esteem* pegawai, maka pegawai tersebut akan semakin terlibat dalam *organizational citizenship behavior*, terutama menolong sesama rekan kerja untuk mempertahankan citra positif.

Berdasarkan pembahasan di atas, peneliti membangun hipotesis bahwa *organization-based self-esteem* dan kepemimpinan autentik berkorelasi dengan *organizational citizenship behavior* pegawai. Penelitian ini bertujuan untuk mengetahui hubungan antara variabel tersebut.

## METODE

### *Desain Penelitian*

Desain penelitian yang digunakan adalah survey *cross-sectional*. Penelitian kuantitatif digunakan untuk menyelidiki hubungan antara variabel penelitian. Penelitian ini menggunakan tiga variabel, yaitu *organizational citizenship behavior* sebagai variabel dependen dan *organization-based self-esteem* serta kepemimpinan autentik sebagai variabel bebas.

### *Partisipan*

Penelitian ini melibatkan 382 Pegawai Negeri Sipil di Kabupaten Boyolali yang diambil menggunakan teknik *cluster random sampling*. Populasi partisipan sejumlah 7.502 pegawai negeri sipil di Kabupaten Boyolali yang berada pada 29 kantor dinas dan diambil secara acak hingga menghasilkan 5 instansi yang digunakan sebagai sampel penelitian. Partisipan menyetujui *informed consent* yang diberikan peneliti serta instansi penelitian telah memberikan izin kepada peneliti untuk melakukan penelitian. *Informed consent* telah memberikan informasi tentang studi yang dilakukan dan seluruh hak partisipan termasuk kerahasiaan dan sifatnya yang sukarela.

Partisipan penelitian ini didominasi jenis kelamin perempuan yaitu 210 pegawai (54,97%), sedangkan laki laki berjumlah 172 pegawai (45,03%). Usia partisipan berada dalam rentang 22 – 60 tahun dan didominasi oleh golongan dewasa madya (41 – 65 tahun) yang berjumlah 239 pegawai (62,67%), sedangkan golongan dewasa awal (20 – 40 tahun) berjumlah 142 pegawai (37,17%). Berdasarkan masa kerja, sebanyak 152 pegawai (39,8%) merupakan pegawai dengan masa kerja antara 1 sampai 5 tahun,



115 pegawai (30,1%) merupakan pegawai dengan masa kerja 6 sampai 10 tahun, dan 115 pegawai (30,1%) merupakan pegawai dengan masa kerja lebih dari 10 tahun.

#### Pengukuran

Pada penelitian ini menggunakan 3 skala, yaitu skala *organization-based self-esteem*, skala kepemimpinan autentik, dan skala *organizational citizenship behavior*. Skala *organizational citizenship behavior* disusun oleh peneliti berdasarkan aspek dari Organ dkk., (2006), yaitu *constientiousness* (kepatuhan), *altruism* (perilaku menolong), *courtesy* (kesopanan), *sportmanship* (bersikap positif), dan *civic virtue* (tanggung jawab). Skala *organizational citizenship behavior* ini berisi 19 item valid dengan reliabilitas sebesar 0,880 dan indeks beda item antara 0,329 sampai 0,701. Skala *organization based selfesteem* yang digunakan dalam penelitian ini menggunakan skala yang telah diterjemahkan oleh Satriawan (2012) berdasarkan aspek dari Pierce dkk. (1989), yaitu persepsi diri sendiri dalam organisasi, persepsi penilaian orang lain, dan hasil pekerjaan. Skala *organization based selfesteem* ini berisi 10 item valid dengan reliabilitas 0,896 dan indeks beda item antara 0,343 sampai 0,877. Sementara itu, skala kepemimpinan autentik menggunakan *Authentic Leadership Questionnaire* (ALQ) yang dikembangkan berdasarkan teori Walumbwa dkk. (2008) yang telah diterjemahkan oleh Ismullah (2018). Skala ini terdiri dari aspek *relational transparency* (transparansi relasional), *self-awareness* (kesadaran diri), *internalized moral perspective* (perspektif moral yang terinternalisasi), dan *balanced processing* (pengolahan yang seimbang). Skala kepemimpinan autentik ini berisi 16 item valid dengan reliabilitas sebesar 0,946 dan indeks beda item antara 0,376 sampai 0,873.

Skala penelitian ini menggunakan model skala likert. Setiap skala terdiri dari pernyataan *favorable* dan *unfavorable*. Empat pilihan jawaban tersebut diantaranya adalah Sangat Sesuai (SS), Sesuai (S), Tidak Sesuai (TS), dan Sangat Tidak Sesuai (STS). Pemberian skor item *favorable* bergerak dari skor 4 (SS), 3 (S), 2 (TS), 1 (STS). Pemberian skor item *unfavorable* bergerak dari skor 1 (SS), 2 (S), 3 (TS), 4 (STS). Semakin tinggi skor yang dimiliki pegawai, maka semakin tinggi pula tingkat *organizational citizenship behavior*, *organization based selfesteem* dan kepemimpinan autentik yang dimiliki, begitupula sebaliknya.

#### Analisis Data

Sebelum melakukan uji hipotesis, penulis terlebih dahulu melakukan uji asumsi diantaranya uji normalitas dan uji linearitas. Berdasarkan hasil uji normalitas menggunakan teknik Kolmogorov-Smirnov, diperoleh nilai 0,070 ( $p > 0,05$ ) yang berarti data terdistribusi normal. Sedangkan berdasarkan hasil uji linearitas, menunjukkan variabel *organizational citizenship behavior* dan *organization-based self-esteem* memiliki nilai 0,141 ( $p > 0,05$ ), yang berarti terdapat linearitas antara *organizational citizenship behavior* dengan *organization-based self-esteem*. Berdasarkan hasil uji linearitas juga menunjukkan variabel *organizational citizenship behavior* dengan kepemimpinan autentik memiliki nilai 0,087 ( $p > 0,05$ ) yang berarti terdapat linearitas antara *organizational citizenship behavior* dengan kepemimpinan autentik. Selanjutnya dilakukan uji hipotesis dengan metode analisis regresi linier berganda, perhitungan dilaksanakan dengan bantuan SPSS versi 20.

## HASIL PENELITIAN

Hasil analisis statistik deskriptif data penelitian didapatkan rerata empirik variabel *organizational citizenship behavior* sebesar 62,52, *organization-based self-esteem* sebesar 25,33 dan kepemimpinan autentik sebesar 51,79 (lihat Tabel 1).

**Tabel 1.** Statistik Deskriptif ( $N = 382$ )

Variabel	Data Empirik	
	M	SD

<i>Organizational Citizenship Behavior</i>	62,52	5,677
<i>Organization-based self-esteem</i>	25,33	6,145
Kepemimpinan Autentik	51,79	5,612

Selanjutnya, dilakukan uji hipotesis regresi linear berganda untuk menguji hipotesis. Hasil uji hipotesis menunjukkan bahwa hipotesis **didukung**, terdapat hubungan yang signifikan antara *organization-based self-esteem* dan kepemimpinan autentik dengan *organizational citizenship behavior* ( $R = 0,382$ ;  $R^2 = 0,146$ ;  $p < 0,05$ ) (lihat Tabel 2). Artinya, *organizational citizenship behavior* pada pegawai dapat dijelaskan oleh *organization-based self-esteem* dan kepemimpinan autentik sebesar 14,6% sisanya yaitu 85,4% dijelaskan oleh faktor lain di luar penelitian.

**Tabel 2.** Hasil Analisis Regresi Linier Berganda

R	R Square	Adjusted R Square	F	Sig
0,382	0,146	0,142	32,468	0,000

Peneliti kemudian melakukan analisis selanjutnya untuk menguji apakah variabel bebas secara parsial berpengaruh dengan variabel terikat. Penelitian ini menemukan bahwa secara parsial *organizational citizenship behavior* memiliki hubungan signifikan dengan *organizational citizenship behavior* ( $p < 0,05$ ) dan kepemimpinan autentik juga memiliki hubungan signifikan dengan *organizational citizenship behavior* ( $p < 0,05$ ) (lihat Tabel 3).

**Tabel 3.** Hasil korelasi antara *organization-based self-esteem* dan kepemimpinan autentik dengan *organizational citizenship behavior*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	44,142	2,521		17,512	0,000
<i>Organization-based self-esteem</i>	0,126	0,053	0,136	2,394	0,017
Kepemimpinan Autentik	0,293	0,058	0,290	5,095	0,000

## DISKUSI

Berdasarkan hasil uji hipotesis yang telah dilakukan, hipotesis yang diajukan mengenai terdapat hubungan antara *organization-based self-esteem* dan kepemimpinan autentik dengan *organizational citizenship behavior* pada pegawai dapat **didukung**. Artinya, *organizational citizenship behavior* pada pegawai berhubungan dengan *organization-based self-esteem* dan kepemimpinan autentik. Kedua variabel bebas tersebut menyumbangkan pengaruhnya sebesar 14,6% sisanya yaitu 85,4% dijelaskan oleh faktor lain di luar penelitian. Hal ini menunjukkan bahwa semakin tinggi tingkat *organization-based self-esteem* pegawai serta semakin tinggi kepemimpinan autentik yang ditampilkan oleh pimpinan, maka semakin tinggi pula tingkat *organizational citizenship behavior* pada pegawai.

Pegawai terutama pegawai pemerintahan dalam penelitian ini yang memiliki rasa kepercayaan bahwa dirinya mampu, layak, merasa berarti dan berpengaruh terhadap perusahaan, kemudian memiliki pemimpin yang mampu menampilkan dirinya secara autentik dengan percaya diri, bermoral/etis, transparan/jujur dan mengutamakan pengembangan bawahan/rekan tanpa paksaan, akan membuat pegawai merasa nyaman untuk berkinerja dan tidak merasa rugi untuk menampilkan kinerjanya melebihi deskripsi tugas secara sukarela. Adanya pemimpin yang autentik mampu memfasilitasi pegawai yang memiliki *organization-based self-esteem* tinggi untuk lebih menyadari akan pentingnya

*organizational citizenship behavior*. Menurut Kusumajati (2014), semakin baik kualitas interaksi antara pegawai dengan pemimpinnya, maka akan semakin baik pula tingkat *organizational citizenship behavior* pada pegawai.

Hal ini sejalan dengan penelitian sebelumnya yang juga telah menemukan keterkaitan antara *organization-based self-esteem* dan *organizational citizenship behavior* (Chattopadhyay, 2003; Herrysono & Franksiska, 2022; Royle, 2010; Wirawan, 2018) serta kepemimpinan autentik dan *organizational citizenship behavior* (AL Zaabi dkk., 2016; Henviana & Sutisna, 2018; Joo & Jo, 2017; Roncesvalles & Gaerlan, 2021; Shaikh dkk., 2022). Individu yang merasa dirinya berarti dalam suatu organisasi akan melakukan hal yang dihargai oleh organisasi seperti melakukan pekerjaan di luar tugas utamanya (Royle, 2010). *Organizational citizenship behavior* pada pegawai juga dapat timbul ketika memiliki lingkungan kerja yang positif termasuk perilaku pimpinan terhadap pegawainya. Hal ini menimbulkan keinginan pegawai untuk melakukan timbal balik dengan cara melakukan performa terbaik mereka dalam melakukan pekerjaan dan melakukan hal-hal untuk kemajuan organisasi atau *organizational citizenship behavior*. Pernyataan tersebut didukung oleh penelitian dari Walumbwa dkk. (2010) yang menyebutkan bahwa pemimpin yang mengacu pada pembentukan iklim yang positif, menunjung tinggi moral dan etika pegawai, salah satunya adalah *organizational citizenship behavior*.

## SIMPULAN

Berdasarkan hasil analisis data dapat ditarik kesimpulan bahwa terdapat hubungan antara *organization-based self-esteem* dan kepemimpinan autentik dengan *organizational citizenship behavior* pegawai. Selain itu, secara parsial *organization-based self-esteem* berpengaruh signifikan dengan *organizational citizenship behavior* dan kepemimpinan autentik berpengaruh signifikan dengan *organizational citizenship behavior*.

Saran bagi peneliti selanjutnya adalah diharapkan dapat mengkaji lebih dalam hubungan antar variabel yang telah dilakukan dalam penelitian ini, misalnya dengan menguji *organization-based self-esteem* sebagai mediator atau moderator hubungan antara kepemimpinan autentik dengan *organizational citizenship behavior* pegawai. *Self-esteem* ditemukan mampu menjadi mediator antara kepemimpinan etis dan kinerja kerja (Saragih dkk., 2020), penelitian lebih lanjut dengan variabel *organization-based self-esteem* dan gaya kepemimpinan lainnya seperti kepemimpinan autentik serta kinerja kerja lainnya seperti *organizational citizenship behavior* diharapkan mampu menambah bahasan lebih dalam.

Saran selanjutnya, dapat pula mengkaji gaya atau pendekatan kepemimpinan lainnya, seperti kepemimpinan melayani, kepemimpinan etis, kepemimpinan transformasional serta konsep kepemimpinan lainnya untuk melihat gaya atau pendekatan mana yang paling mampu meningkatkan *organizational citizenship behavior* pegawai serta keterkaitannya dengan *organization-based self-esteem* pegawai.

Penelitian ini tidak lepas dari keterbatasan, yaitu hanya dilakukan pada populasi Pegawai Negeri Sipil di Kabupaten Boyolali, sehingga pada penelitian selanjutnya dapat diberikan kepada pegawai lainnya di institusi negeri seperti di kabupaten atau kota lainnya dengan jumlah dan karakteristik yang lebih beragam.

Berdasarkan hasil penelitian ini, dapat disimpulkan bahwa pimpinan hendaknya lebih menyadari bahwa perilaku mereka memengaruhi bagaimana pegawai bersedia menampilkan kinerjanya secara optimal. Adanya pimpinan yang autentik serta adanya *organization-based self-esteem* pada pegawai akan turut mendukung pegawai untuk berani menampilkan kinerja melebihi dari tugas utamanya. Oleh karena itu, dapat mendorong para pimpinan untuk mengembangkan gaya kepemimpinan yang positif seperti kepemimpinan autentik menjadi penting pada organisasi. Selain itu, meningkatkan

*organization-based self-esteem* juga dapat dilakukan oleh organisasi dengan membangun komunikasi yang transparan dan saling mendukung diantara pegawai dengan organisasi agar tercipta rasa memiliki dan kepercayaan pegawai bahwa dirinya mampu dan penting di organisasi.

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#### **DECLARATION OF POTENTIAL CONFLICTS OF INTEREST / DEKLARASI POTENSI TERJADINYA KONFLIK KEPENTINGAN**

Sevia Nurul Khusna, Bagus Wicaksono, and Pratista Arya Satwika do not work, act as consultants, own shares, or receive funds from any company or organization that might profit from the publication of this manuscript. / *Sevia Nurul Khusna, Bagus Wicaksono, dan Pratista Arya Satwika tidak bekerja, menjadi konsultan, memiliki saham, atau menerima dana dari perusahaan atau organisasi manapun yang mungkin akan mengambil untung dari diterbitkannya naskah ini.*

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