

**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. MATERIALS 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].

#### **2.1.2. Employee 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