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

where companies need to support employees by providing the best facilities to achieve the expected results [20].

2.1.3. Work engagement

Work engagement in a company has such a significant impact that many companies are willing to invest nearly three-quarters of a billion dollars in facilitating their employees each year to increase their work engagement. When employees feel that the company supports their careers, they follow the principle of reciprocity by showing more contribution and enthusiasm towards their work and tend to be willing to spend more time while working. In other words, employees are more likely to be personally involved in their work by showing more significant commitment when the work environment supports them [21]. In addition, work engagement concluded as a form of expression between the employee's relationships with his work. Whereas with work engagement, they provide positive energy, enthusiasm, and dedication to the work they are currently doing [10]. It is also supported by [22], who explain the characteristics of work engagement: enthusiasm, dedication, and absorption. Enthusiasm refers to high energy and mental resilience at work. The other characteristic is dedication which has a strong commitment and significance to one's work and enthusiasm. The last is absorption, when employees focus, enjoy, and appreciate their work.

2.1.4. Organizational citizenship behavior

In particular, organizational citizenship behavior (OCB) is clarified as employee behavior that is either directly or indirectly capable of driving the adequate performance of the organization. However, OCB cannot identify it with a formal reward system [23,24]. In addition, as implied in the previous definition, organizational citizenship behavior has relevance to organizational conditions, where organizational citizenship behavior shows the desire of employees to participate in improving their performance [25]. Five categories of OCB are altruism, prudence, sportsmanship, civil virtue, and courtesy. Altruism refers to the willingness of employees to help other employees related to work. Prudence refers to considering everything employees can do to follow the rules not to affect company performance. Sportsmanship refers to the tolerant attitude of employees to minimize uncomfortable feelings towards other employees and the company. Politeness refers to the ethics

shown by employees as a form of respecting the work of others. Moreover, civic virtue refers to the employee's commitment and concern for the company, a form of employee responsibility toward the company [26,27].

2.1.5. Authentic leadership and employee performance

Authentic leaders increase employee competency by embedding organizational goals and motivating employees to maximize themselves. As a result, employees will give their highest effort. With high levels of trust, hope, positive feelings, and optimism, authentic leaders can influence employee performance and make positive contributions [28]. Previous research that has been conducted by [29] also confirms that authentic leadership has a positive impact on Employee performance. One of the effects is that authentic leaders exert influence by facilitating and supporting employees in the form of positive support for mental conditions, which can help employees in their implementation when working. Moreover, an authentic leadership style can encourage the talents and strengths of the employees, maximize their potential and attach importance to their development. Thus, strengthening previous research which states that authentic leadership influences employee performance.

> *H1: Authentic Leadership influenced Employee Performance.*

2.1.6. Authentic leadership and work engagement

Previous research [30] proved that Authentic leadership has a direct and significant effect on Work Engagement. Authentic leaders are very attached to the values of life they live and show high morale in their implementation to motivate their employees to contribute more to their work engagement. By realizing transparency when interacting with employees, we can build trust that allows them to reach their true potential. Authentic leaders enable followers to discover their talents and provide opportunities to maximize them to better align with professional goals, enrich their work, build fruitful relationships, and increase workplace engagement [31]. It is also supported by [32], which states that a leader should facilitate his follower's development. An authentic leadership style will support employees' success and increase employee engagement in their work. Several studies above show a positive

relationship between authentic leadership and work engagement. Therefore, the following research hypothesis will propose:

H2: Authentic Leadership influenced Work Engagement.

2.1.7. Authentic leadership and organizational citizenship behavior

Leaders have an essential role in encouraging employee behavior because the leaders have a responsibility to provide recognition related to employee OCB. The previous research by [12] stated that authentic leaders apply openness in sharing information and rationally accept other members' views. The implementation encourages a supportive environment where employees understand the importance of helping others and achieving common goals. Creating an organizational culture that mutually supports employees to contribute to positive behavior inside and outside their responsibilities will help the organization achieve its goals. In addition, other relevant literature also shows that authentic leadership forms a positive, transparent, and fair atmosphere that influences the willingness of employees to engage in civic action that shows proactive behavior. This literature supports the social exchange theory. When the employees perceive leaders to show sincerity and support, they will reciprocate by working harder and doing activities beyond their initial job. When employees perceive the leaders as authentic, it will affect their satisfaction with their leaders, thereby increasing their commitment to the organization and willingness to provide the best for the organization [14,33].

H3: Authentic Leadership influenced Organizational Citizenship Behavior.

2.1.8. Work engagement and employee performance

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

research by stating that highly engaged employees will act more aggressively, try to go beyond what they should be doing, and be more proactive. Engagement leads to increased performance. In this way, when employees are emotionally involved in their work, they can maximize their physical, mental, cognitive, and emotional capacities to perform better. When employees are enthusiastic and enjoy their work, they will put more effort and dedication into completing tasks and getting better results.

H4: Work Engagement influenced Employee Performance.

2.1.9. Organizational citizenship behavior and employee performance

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

Furthermore, [38] also explained the influence of the dimensions possessed by OCB. Employees who behave altruistically will contribute more to their work. Employees will show dedication to work beyond their usual responsibilities. The higher the employee's OCB emission, the better the employee's performance. In addition, [39] also supports that the higher the level of OCB an employee has, the more efficient the employee's performance can be.

H5: Organizational Citizenship Behavior influenced Employee Performance.

2.1.10. Work engagement as mediation of the relationship between authentic leadership and employee performance

Several studies in the previous literature have explained the positive relationship between job engagement and employee performance [40].

Likewise, there is evidence of a positive relationship between work engagement and authentic leadership [41,42]. Authentic leaders can encourage followers to invest themselves in their work. This encouragement can come in the form of something they value, such as being stimulated by positive personal growth or being allowed to become a leader. Employees who have invested themselves in work are believed to be able to improve their performance [43]. Based on the previous discussion, the writer makes a hypothesis in the form of the following:

H6: Work Engagement mediates the relationship between Authentic Leadership and employee performance.

2.1.11. Organizational citizenship behavior as mediation of the relationship between authentic leadership and employee performance

Many previous studies discuss the relationship between authentic leadership and OCB, where previous research found that authentic leadership positively impacts OCB. Moreover, research conducted by [44] shows that authentic leadership can affect employee performance directly and indirectly. Indirectly authentic leadership can affect employee performance through OCB, which can happen because employees are more likely to be influenced by their leaders and adopt behaviors that are beneficial to the organization, resulting in better performance. Therefore, employees who are happy with their jobs tend to be more responsible and dedicated to their work. It can be concluded from the hypothesis and previous research that authentic leadership can affect employee performance through various other mediating variables so that the final hypothesis can be put forward as:

H7: Organizational Citizenship Behavior mediates the relationship between Authentic Leadership and employee performance.

2.2. Methodology

2.2.1. Measurements

This study used a five-point Likert scale (1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree). Authentic Leadership was measured using a 16-item AL Questionnaire (ALQ) developed by [45]. We used 12 out of 16 items with indicators such as self-awareness,

internalized moral perspective, balanced processing, and relational transparency. Work Engagement was measured using a 17-item WE questionnaire developed by [46]. We used 9 out of 17 items with passion, dedication, and absorption as the indicators. Organizational Citizenship Behavior was measured using a 32- item OCB questionnaire developed by [47]. We used 15 of the 32 items with indicators such as altruism, sportsmanship, civic virtue, conscientiousness, and politeness. Employee performance was measured using a 16-item EP questionnaire developed by [48]. We used 6 out of 16 items with indicators such as contextual performance & task performance.

2.2.2. Sampling and data collection

Data were obtained from Bank Kalbar employees by taking 263 samples, the sampling technique used a purposive sampling method with the respondent criteria namely employees working at Bank Kalbar in West Kalimantan with minimum age criteria of 25 years and having high school education background who are permanent employees at Bank Kalbar from all divisions and also branches in West Kalimantan.

2.2.3. Data Analysis

In this study, measurement and analysis used Structural Equation Modeling (SEM) with the AMOS 24 statistical tool. The model fit test was evaluated based on fit index parameters such as CMIN/DF, root mean square error of fit (RMSEA), and root mean square residual (RMR). The Goodness of Fit Index (GFI) and Tucker- Lewis Index (TLI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), and Norm Fit Index (NFI). According to the validity assessment, the value of the standard stress factor (SLF) should be 0.50, and construct reliability will rely on the results of the tabulation of construct reliability (CR) and average variance extracted (AVE) values [49]. Moreover, we used the Sobel test to measure the influence of mediating variables.

3. RESULTS AND DISCUSSION

3.1. Respondent Characteristics

The summary of the respondents' profiles in this research is shown in the following Table 1.

Table 1 shows that most respondents are male, made of 149 respondents, or 57%, and then dominated by 128 respondents, or 49%,