

**PERAN MEDIASI *PSYCHOLOGICAL EMPOWERMENT* PADA
HUBUNGAN *AUTHENTIC LEADERSHIP* TERHADAP *PERFORMANCE*
YANG DIMODERASI OLEH *EMPLOYEE ENGAGEMENT***

TESIS

Diajukan sebagai salah satu syarat kelulusan program Magister Manajemen

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PROGRAM PASCASARJANA

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YOGYAKARTA

2022

PENGESAHAN

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telah dipresentasikan di depan Tim Penguji pada tanggal: 18 Januari 2022 dan dinyatakan telah memenuhi syarat diterima sebagai salah satu persyaratan untuk mencapai gelar Magister Manajemen (M.M.) di bidang Manajemen

Pembimbing



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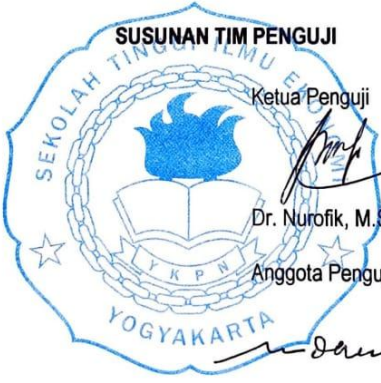
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Yogyakarta, 18 Januari 2022
Sekolah Tinggi Ilmu Ekonomi YKPN
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LAMPIRAN RINGKASAN TESIS

EMPLOYEE ENGAGEMENT AS MODERATING VARIABLE IN THE INFLUENCE OF AUTHENTIC LEADERSHIP TO PERFORMANCE THROUGH PSYCHOLOGICAL EMPOWERMENT (A MODERATED MEDIATION ANALYSIS)

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ABSTRACT

This study examines employee engagement as moderating variable in the influence of authentic leadership to performance through psychological empowerment. It is argued that the indirect effect of authentic leadership to performance through psychological empowerment was moderated with employee engagement. Regression based analysis with Hayes Process Model 14 was utilized to examine the hypothesis. Participants of this research are 199 full time employees who have worked for at least 1 year. This research has several findings. First, authentic leadership has a positive effect on psychological empowerment. Second, psychological empowerment has a negative effect on performance. Third, authentic leadership has a negative effect on performance. Fourth, psychological empowerment mediates the effect of authentic leadership on performance. Fifth, employee engagement moderates the indirect effect of authentic leadership on performance through psychological empowerment. The greater the employee engagement, the greater the indirect effect of authentic leadership on performance mediated by psychological empowerment.

Keywords: authentic leadership, psychological empowerment, employee engagement, performance

BACKGROUND

Since the last few decades, researchers and practitioners have paid much attention to identifying critical success factors (CSFs) that determine the success of corporate goals (Jitpaiboon et al., 2019). Among all identified CSFs, leadership support emerged as the most integral parameter in determining success which has been validated by many researchers after investigating the consequences of diverse leadership styles on company performance and success (Noguera-Oviedo & Aga, 2016). Meanwhile, there are still several studies that see leadership as the most effective way to influence company performance and success.

The emergence of cases related to huge corporate scandals such as cases related to unscrupulous leaders motivate practitioners as well as researchers (Gardner et al., 2005) to pay attention to the emerging form of leadership, namely authentic leadership (Balogun et al., 2020). Purwanto et al. (2021) argues that authentic leadership implies a model of leadership behavior that encourages an optimistic ethical climate and optimistic intellectual capital in organizations. As well as Ilies et al. (2005) recommends that leaders who have relational authenticity will strive for trust and open association with their employees, and that this tendency will support the company's success. However, the research conducted is contrary to the study conducted by (Munyon et al., 2021) who explained that the effect of authentic leadership on follower satisfaction and performance was negative. The research suggests adding variables to improve future research, namely by adding the political role, as well as adding the variable involvement of leaders and employees.

As we all know that achieving the vision and mission is the ultimate goal of every company. It is important for companies to keep their employees motivated and focused to successfully achieve the company's vision and mission. Therefore, it is important to empower employees to achieve company success. Employee empowerment or what in this study will often be referred to as psychological empowerment is one of the most successful ways to increase employee motivation, organizational commitment and job satisfaction (Abou-Moghli, 2017). Abou-Moghli (2017) in his research explained that psychological empowerment is considered the most successful way for companies to increase employee motivation, organizational commitment, work engagement, performance, and organizational success.

The success of the company cannot be separated from the effort, hard work and performance of its employees. Employee performance in a company is important because it is a reference for the success or failure of the company in achieving the vision and mission that has been set. A successful company is a company that is able to find and solve problems that exist within the company, so that it is consistently able to fulfill the company's vision and mission. While other research conducted by Wallace et al. (2011) found that authentic leadership is positively related to psychological empowerment climate. In turn, the psychological empowerment climate is related to performance only in conditions of high perceived accountability, but it is not related to employee performance under conditions of low perceived accountability.

Other relevant research conducted by Tariq (2021) analyzing psychological empowerment and satisfaction and performance confirms previous findings in the literature that psychology is associated with positive outcomes. However, the research conducted revealed that the relationship between psychological empowerment and performance was weak. The finding of a similar negative relationship was found by Taylor (2013) who also found a negative effect of psychological empowerment on performance. The study proposed adding variables to the suggestions section to strengthen positive results, namely incentives, motivation, and work engagement variables. Because the researchers here found inconsistent research results, the researchers here added the employee engagement variable according to the suggestions from the research as a moderating variable. Researchers

here choose employee engagement as a moderating variable based on suggestions from research Munyon et al. (2021) and also advice from (Taylor, 2013). In addition, it is also supported by studies (Nawrin, 2016) which states that employee engagement is considered an important role for the company because it is believed to have a contribution to the performance and success of the company. As is the case with research conducted by Jha (2014) which identifies the main determinants of employee engagement. This research also studies the impact of employee engagement on employee performance. The results of the study reveal that employee engagement has a significant positive effect on employee performance.

Based on the description above, researcher is interested in examining the role of psychological empowerment as a mediating variable between authentic leadership on employee performance, which is strengthened by employee engagement as a moderating variable. Due to inconsistent research findings between authentic leadership, psychological empowerment, and performance. Thus, the researchers hope that through the moderating variable, namely employee engagement, it further strengthens the indirect influence of authentic leadership on performance mediated by psychological empowerment. So, the greater the employee engagement, the greater the indirect influence between authentic leadership on performance mediated by psychological empowerment.

HYPOTHESES DEVELOPMENT

Employees who are empowered through an authentic leader will feel valued and treated well, and feel that they are given the opportunity to develop by the leader. Authentic leadership refers to the actions of leaders who utilize, promote positive psychological capacities and a positive climate and ethics. An authentic leader encourages greater self-awareness and an internalized moral perspective, balanced information processing, and relational transparency (Gardner et al., 2005).

H1: authentic leadership has a positive effect on psychological empowerment.

Employees who are psychologically empowered, considered and valued in the company will certainly have positive energy, have greater capability, knowledge, and motivation towards work and the company. The main assumption of empowerment theory is that empowered individuals perform better than those who are relatively unempowered or less empowered. (Allameh et al., 2012). This statement is in line with the view that employees generally have more complete knowledge and information about their jobs than top managers and are therefore better positioned to plan and schedule their work, as well as identify and resolve barriers that hinder their performance. (Yang & Kim, 2018).

H2: psychological empowerment has a positive effect on performance

Authentic leadership also applies transparency in decision-making in the company, treats its members fairly and with dignity, acts honestly, and is able to stimulate high values and ethical standards. As a result of the leader's actions and treatment, employees will feel motivated to show positive behavior and have an obligation to reciprocate the actions and examples given by their leaders. Employees

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reciprocate by improving and maximizing their performance, as well as loyalty to the job and the company.

Authentic leaders are important for developing trust in subordinate behavior that leads to good performance. The literature on authentic leadership also finds that leader integrity drives employee performance (Leroy et al., 2012).

H3: authentic leadership has a positive effect on performance

Employees who are psychologically empowered by the authentic leader, will eventually have a level of self-confidence, confidence, and motivation. Furthermore, employees will be encouraged and try to apply what they have gained through psychological empowerment, such as experimentation, creativity, and innovation in their work, which ultimately directs employees to give their best performance. Wong & Cummings (2009) explains that leadership *authentic* and psychological empowerment are positively correlated, it is further proposed that employees who have leaders by encouraging a more participatory work environment and sharing information thus show a greater psychological level.

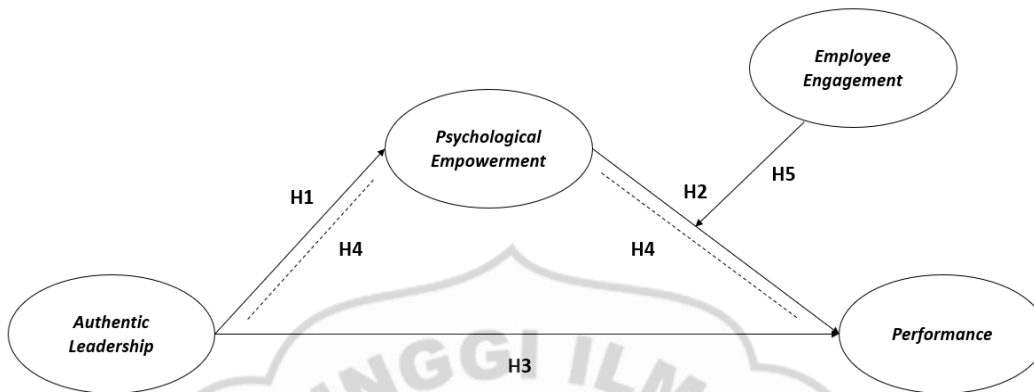
H4: psychological empowerment mediates the effect of authentic leadership on performance

Employees who are categorized as employees who have work Employees who are physically involved will carry out their duties properly and maximally. On the one hand, employees will also have an emotional aspect which includes how employees feel about their work, organization and leaders. Thus, engaged employees are able to interpret the behavior, actions, and examples given by authentic leaders as leaders. So that the meaning that employees get for their authentic leader further strengthens the positive energy that the engaged employee has had, thus this condition will also improve the performance of the employee. The greater the employee engagement, the greater the indirect effect of authentic leadership on performance mediated through psychological empowerment.

Avolio & Gardner (2005) stated that employees who have engagement and love for their work will strengthen positive behavior that leads to increased employee performance. The more managers are seen as authentic leaders, emphasizing transparency, balanced processing, self-awareness and high ethical standards, the more employees feel they have access to workplace empowerment structures, love, belonging, and engagement with their work, they will have higher performance.

H5: *employee engagement* moderate the indirect effect of authentic leadership on performance through psychological empowerment

Figure 1 Research Model



RESEARCH METHODS

The purposive sampling method used in this research has criteria. Participants criteria are employees who have worked at least 1 year and has already become permanent employees of the company. Questionnaires are distributed using google form. All instruments are based on Likert scale technique.

DATA ANALYSIS AND DISCUSSION

In this study, the respondent's data were classified into three, namely gender, last education and length of work.

Table 1. Participants Demographic

Criteria	Classification	Amount
Gender	Man	75
	Woman	124
Education	Junior High School	1
	Senior High School	13
	D1	1
	D3	8
	S1	138
	S2	33
	S3	5
Work tenure	1-10 years	100
	11-20 years	56
	21-30 years	36
	>30 years	7

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Validity test

Researchers tested the validity of each questionnaire item through the SPSS version 25 application to ensure that the instrument in this study could measure correctly, the researchers conducted a validity test. In this study, the research measures the level of validity using the Statistical Package for the Social Sciences (SPSS) with factor analysis. The question items in the study are declared valid if the factor loading value is 0.5.

Table 2. Validity Test Results for Authentic Leadership Variable

Code	Items	Factor Loading	Status
AL1	My boss admits mistakes when they happen.	0.808	Valid
AL2	My boss shows that he understands his strengths and weaknesses.	0.773	Valid
AL3	My boss openly shares information with others.	0.578	Valid
AL4	My boss expresses his ideas and thoughts clearly to others.	0.789	Valid
AL5	My boss clearly stated what he meant.	0.733	Valid

Table 3. Validity Test Results for Psychological Empowerment

Code	Items	Factor Loading	Status
PE1	I am confident in my ability to do my job.	< 0.5	Invalid
PE2	I can decide for myself how to do my own work.	0.540	Valid
PE3	I have considerable opportunities for independence and freedom in the way I do my job.	0.706	Valid
PE4	There is freedom to decide how best to do my job.	0.800	Valid
PE5	The job makes good use of the skills and duties of the employee.	0.562	Valid
PE6	I have significant autonomy in determining how I do my job.	0.810	Valid
PE7	Workers' ideas are often implemented in my organization.	0.673	Valid
PE8	Employees are allowed to make decisions about new ideas.	0.654	Valid

Table 4. Validity Test Results for Employee Engagement Variables

Code	Items	Factor Loading	Status
EE1	At my workplace, I feel full of energy.	0.835	Valid
EE2	Time flies when I work.	< 0.5	Invalid

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EE3	I am enthusiastic about my work.	0.853	<i>Valid</i>
EE4	When I work, I forget everything else around me.	< 0.5	<i>Invalid</i>
EE5	For me, my job is challenging.	0.719	<i>Valid</i>
EE6	At my job, I feel strong and energized.	0.853	<i>Valid</i>

Table 5 Validity Test Results for Performance Variables

Code	Items	Factor Loading	Status
P1	I complete the tasks assigned to me well.	0.839	<i>Valid</i>
P2	I fulfill the responsibilities outlined in the job description.	0.884	<i>Valid</i>
P3	I do the tasks I should be doing.	0.856	<i>Valid</i>
P4	I meet the performance demands specified in the job.	0.859	<i>Valid</i>
P5	I am involved in activities that will directly affect my performance evaluation.	0.710	<i>Valid</i>

The results of the factor analysis of each table above show that from a total of 24 question items, there are 21 question items that have a factor loading value of more than 0.5 so that the question items are declared valid. Meanwhile, as many as 3 question items that have a factor loading value of less than 0.5 are declared invalid. Therefore, the three items that were declared invalid were not used during the next test, namely during the reliability test.

Table 6 Reliability Test Results

No	Variable	Cronbach's Alpha . value	Status
1	<i>Authentic Leadership</i>	0.789	Good Reliability
2	<i>Psychological Empowerment</i>	0.807	Good Reliability
3	<i>Employee Engagement</i>	0.843	Good Reliability
4	<i>Performance</i>	0.886	Good Reliability

Cronbach's Alpha value of each variable in table 4.8 is above 0.6. Therefore, all variables in this study can be said to be reliable. This implies that each statement in the research questionnaire is able to obtain stable and consistent data.

Table 7 Normality Test Results

Var	N Statistics	Minimum Statistics	Maximum Statistics	Mean Statistics	Std. Dev Statistics	Skewness Statistics	Kurtosis Statistics
AL	199	2.20	5.00	4.0824	0.62283	-0.622	0.202
PE	199	2.14	5.00	4.1299	0.52542	-0.447	0.641
EE	199	2.00	5.00	4.2023	0.57536	-0.655	0.557
PE	199	2.60	5.00	4.4101	0.49554	-0.589	0.377

Based on the table, the Zskewness and Zkurtosis values are between the Z table values ± 1.96 . So it can be concluded from the test that the data in this study have met the assumption of normality (all research data are normally distributed).

Table 8 Correlation Analysis Results

Var	N	mean	s.d	AL	PE	EE	P
AL	199	4.0824	0.62283	1	0.555**	0.501**	0.336**
PE	199	4.1299	0.52542	0.555**	1	0.580**	0.393**
EE	199	4.2023	0.57536	0.501**	0.580**	1	0.523**
P	199	4.4101	0.49554	0.336**	0.393**	0.523**	1

**Significant <0.01

* Significant < 0.05

Based on the correlation test table, it is known that the value of pearson correlation between authentic leadership variables and psychological empowerment is 0.555. Because the correlation value is in the range 0.40 – 0.599, it can be concluded that the relationship between the two variables has a moderate level of correlation. The results of the correlation test table show the Pearson correlation value between authentic leadership variables and employee engagement of 0.501. Because the correlation value is in the range 0.40 – 0.599, it can be concluded that the relationship between the two variables has a moderate level of correlation. Based on the correlation test table, it is known that the Pearson correlation value between authentic leadership variables and performance is 0.336. Because the correlation value is in the range of 0.20 – 0, 399, it can be concluded that the relationship between the two variables has a low level of correlation. Based on the correlation test table, it is known that the Pearson correlation between psychological empowerment and performance is 0.393. Because the correlation value is in the range of 0.20 – 0.399, it can be concluded that the relationship between the two variables has a low level of correlation.

The table of correlation test results also shows the Pearson correlation between employee engagement variables and performance of 0.523. Because the correlation value is in the range 0.40 – 0.599, it can be concluded that the relationship between the two variables has a moderate level of correlation. The test results in the table of correlation analysis results also show the mean value of the authentic

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leadership variable of 4.0824 with a standard deviation of 0.62283. The mean value of the psychological empowerment variable is 4.1299 with a standard deviation of 0.52542. The mean value of the employee engagement variable is 4.2023 with a standard deviation of 0.57536. The mean value of the performance variable is 4.4101 with a standard deviation of 0.49554.

Table 9 Hypothesis Testing Results

Hypothesis	coef	p-value	LLCI	ULCI	Status
H1: Authentic leadership has a positive effect on psychological empowerment	0.4681	0.0000	0.3695	0.5667	Supported
H2: Psychological empowerment has a positive effect on performance	-1.125	0.0003	-1.7249	-0.5257	Rejected
H3: Authentic leadership positive effect on performance	0.047	0.4174	-0.0671	0.1611	Rejected

The results of testing the direct effect of psychological empowerment on performance show a p-value < 0.05 , which is 0.0003 and a level of confidence interval of 95% with 10,000 bootstrap samples which are between -1.7249 (LLCI) and -0.5257 (ULCI), from this value it can be seen that the range does not include zero in between. In addition, it can be seen from the coefficient value which shows a positive value, namely 0.4681 which means that the existing influence is a positive influence. Thus, the first hypothesis which states that authentic leadership has a positive effect on psychological empowerment is supported.

The results of testing the direct effect of psychological empowerment on performance show a p-value < 0.05 , which is 0.0003 and a level of confidence interval of 95% with 10,000 bootstrap samples which are between -1.7249 (LLCI) and -0.5257 (ULCI), from this value it can be seen that the range does not include zero in between. However, when viewed from the coefficient value, it shows a negative value, namely -1.125, which means that the effect is a negative influence. Thus the second hypothesis which states that psychological empowerment has a positive effect on performance is not supported, because the influence that arises from the test results is negative.

The test results show the direct effect of authentic leadership on performance with p-value > 0.05 which is 0.4174 and can be seen from the 95% confidence interval level with 10,000 bootstrap samples which are between -0.0671 (LLCI) and 0.1611 (ULCI), from this value it can be seen that the range include zero in between. Thus,

the third hypothesis which states that authentic leadership has a positive effect on performance is rejected.

Table 10 Mediation Hypothesis Testing Results

Hypothesis	Variable	SE	<i>P-value</i>	LLCI	ULCI	Status
H4: <i>Psychological empowerment</i> mediate the effect of authentic leadership on performance	AL -> PE	0.0050	0.0000	0.3695	0.5667	Sig
	PE -> P	0.3040	0.0003	-1.7249	-0.5257	Sig
	AL-> P	0.0578	0.4174	-0.0671	0.1611	No Sig

The tests carried out show how the mediating effect caused by the psychological empowerment variable on the effect of authentic leadership on performance. The test was carried out simultaneously which showed the test results that the effect of authentic leadership on psychological empowerment was significant (there was an effect). The test results also showed that the effect of psychological empowerment on performance was significant (there was an effect). In addition, the test results also showed that the effect of authentic leadership on performance was not significant (there was no effect). Based on the results of the analysis of the results of the tests that have been carried out, it is known that the mediation that occurs is perfect mediation. The direct influence between authentic leadership on performance will not exist without passing through the psychological empowerment variable as a mediator variable. In other words, the direct effect will immediately disappear when the mediator variable does not exist. Therefore, at the 95% confidence level, psychological empowerment provides a significant mediating effect. Thus the fourth research hypothesis is declared accepted.

Table 11 Moderated Mediation Hypothesis Testing

Hypothesis	EE	Effect	LLCI	ULCI	Note:
H5: Employee Engagement positively moderates the indirect effect of Authentic Leadership on Performance through Psychological Empowerment	3.7500	0.0284	0.0680	0.1296	The effect increases, as the EE value increases
	4.2500	0.1822	0.0140	0.1745	
	4.7500	0.3361	0.0619	0.2591	

The table shows that when the value of employee engagement is 3.7500, it produces an effect value of 0.0284. When the value of employee engagement increased to 4.2500, the resulting effect value also increased to 0.1822. Furthermore, when the value of employee engagement increases again to 4.7500, the resulting effect value also increases to 0.3361. In addition, it can also be seen from the three values of LLCI and ULCI which were initially insignificant, but when the value of employee engagement was higher, the value of LLCI and ULCI followed an increase in a significant direction. Thus, it can be said that the greater the value of employee engagement, the indirect effect of authentic leadership on performance through psychological empowerment will be stronger.

CONCLUSIONS AND SUGGESTIONS

The results of the tests carried out showed that the first hypothesis of the study was accepted. Employees who are empowered through an authentic leader will feel valued and treated well, and feel that they are given the opportunity to develop by the leader. Authentic leadership refers to the actions of leaders who utilize, promote positive psychological capacities and a positive climate and ethics.

The results of the tests carried out also showed that the second hypothesis was rejected. This is because the will in employees, employees are characteristics or personalities that are difficult to work with, develop, and difficult to empower. In addition, it could be because the empowerment given is not really felt and interpreted by the empowered employees, it is possible that employees actually feel confused because employees are used to working according to established procedures, working only as a subordinate. In addition, if employees have an introverted attitude where they find it difficult to communicate openly with those around them, work in teams, and discuss in a forum. The psychological empowerment he receives will tend to make him uncomfortable, thereby lowering the employee's performance (negatively affecting performance).

In addition, the results of the tests carried out in this study showed that the third hypothesis of the study was rejected. Because other supporting factors are needed that

can improve the performance of company employees. Based on the test results above, it is undeniable that the presence of an authentic leader alone cannot affect the performance of employees. Other factors are needed that can support increased performance, for example motivation or willingness in the employees themselves, a sense of belonging and love of work, or even a supportive organizational environment.

The results of the tests carried out show the results that the fourth research hypothesis is accepted. The results of the tests that have been carried out show that the mediation that occurs is perfect mediation. The direct influence between authentic leadership on performance will not exist without passing through the psychological empowerment variable as a mediator variable. In other words, the direct effect will immediately disappear when the mediator variable does not exist.

The results of the tests carried out show the results that the fourth research hypothesis is accepted. The test results show that the greater the value of psychological empowerment, the indirect effect of authentic leadership on performance through psychological empowerment will be stronger.

Research Limitations

The results of the validity test carried out on the research questionnaire had several invalid question items so that at the time of reliability testing the invalid question items had to be discarded. Thus, it can lead to answer results that are not in line with the researchers' expectations because there are several question items that cannot be used. In addition, the companies that were used as objects in this study were random and not clearly specified. So there are differences in habits, rules, culture, goals, as well as the company's vision and mission. Another limitation is that the number of respondents who participated in this study was not balanced because the majority of respondents were female, which was 63.3%, while the rest were male.

Suggestion

Researchers who want to conduct similar research are expected to add relevant research variables so that they can affect performance, so that readers can better understand if there are many factors that can affect employee performance. In addition, future researchers are expected to be more specific in determining the criteria for the company or organization to be studied because differences in vision, mission, and corporate culture affect the answers of respondents who participated in the research. In addition, further research is expected to determine the number of respondents who will participate so that the participating respondents are balanced.

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