



DOI: <https://doi.org/10.31933/dijdbm.v4i6>

Received: 10 November 2023, Revised: 19 November 2023, Publish: 30 November 2023

<https://creativecommons.org/licenses/by/4.0/>

## The Influence of Authentic Leadership, Self Efficacy and Organizational Citizenship Behaviour on Total Quality Management (TQM) Through Organizational Culture

Ferry Siswadhi<sup>1</sup>, Melifia Liantifa<sup>2</sup>, Yelnim Yelnim<sup>3</sup>

<sup>1</sup>Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, [fsiswadhi@gmail.com](mailto:fsiswadhi@gmail.com)

<sup>2</sup>Sakti Alam Kerinci Colleges of Economics, Jambi, Indonesia, [mel.liantifa@gmail.com](mailto:mel.liantifa@gmail.com)

<sup>3</sup>Sakti Alam Kerinci Colleges of Economics, Jambi, Indonesia, [animstiesak@gmail.com](mailto:animstiesak@gmail.com)

Corresponding Author: [fsiswadhi@gmail.com](mailto:fsiswadhi@gmail.com)

**Abstract:** The reason for this study is to confirm the effectiveness of authentic leadership, self-efficacy, and organizational citizenship behavior on total quality management through organizational culture. All respondents in this study were construction officers in Sungai Penuh City, Jambi Regency, Indonesia. Since the method used was full sampling method, the number of respondents obtained was 105. The information used in this study is primary information. This study uses model testing using structural equation modeling (SEM). As a result, authentic leadership, self-efficacy and OCB have a 33.5% influence on the organizational culture of structural officers in Sungai Penuh city, and authentic leadership, self-competence Self-efficacy, OCB and organizational culture have a 33.5% influence on the agency's organizational culture officers in Sungai Penuh city that it had a 75.2% impact on the Quality Management (TQM) of the Sungai Penuh City Structural Authority.

**Keywords:** Authentic Leadership, Self Efficacy, Organizational Citizenship Behaviour, Total Quality Management (TQM), Organizational Culture, Stuctural Equation Model (SEM), Structural Officers

### INTRODUCTION

One way to achieve and improve quality is to implement total quality management (TQM) within the organization. TQM is a management system that encompasses all elements and aspects of an organization. The main goal of TQM is to be competitive by continuously optimizing capabilities and resource holdings as well as improving production quality. Successful implementation of TQM in organizations has strong leadership starting at the top management level (Kim et al., 2023).

Two reasons underlie the importance of leadership in implementing TQM. First, leadership is fundamental to the implementation of quality control aspects of work results. A leader is not a supervisor, a supervisor because a leader can make his or her subordinates do a better job, not just to achieve the set goals. Second, thanks to certain leadership styles, managers can make correct and effective decisions (Ibarra-cisneros et al., 2022).

Leadership is a fundamental element of organizational life, playing an important role in forming relationships within the organization. Leaders play an important role in the success of an organization because the success of the organization is influenced by the leader himself. Under someone's leadership is the process of influencing others to carry out activities to achieve common goals. Leadership styles are diverse, even unique, influenced by a person's personality and environment (Malloy et al., 2023; Pulido-Martos et al., 2022).

Many tasks are undertaken by leaders, namely organizational leadership, planning, staff recruitment and others to contribute positively to the organization. With these many tasks, leaders have many different styles in carrying out their tasks. One type of leadership is authentic leadership. Authenticity is defined as the quality of truth or authenticity. (Johnson, 2019). Authentic leadership empowers employees with their own abilities, increases their creativity and performance, creates flexible work environments, and increases organizational commitment (Rehman & Zeb, 2023).

In addition to successful leaders, TQM implementation is also supported by employees' confidence in their abilities. Self-efficacy is the result and source of appraisals and perceptions of control related to attitudes and behaviors aimed at achieving goals. Self-efficacy is defined as the personal belief and ability to enable motivation and independence. (Junaidi et al., 2023; Matwiejczuk et al., 2023). Self-efficacy involves achieving work outcomes, such as how to succeed and maintain awareness, control personal risks, and evaluate tasks.

Organizational citizenship behavior also plays a role in TQM implementation. Organizational citizenship behavior is the voluntary behavior of people whose intelligence is implicitly or explicitly recognized by the organization's formal incentive structure. Organizational citizenship behavior provides a means to manage interdependence among members of a work unit. (Amalia et al., 2021; Tambe & Meera, 2014). Organizational citizenship behavior, also known as extra-role behavior, is behavior that goes beyond task. (Pan et al., 2022; Yaakobi & Weisberg, 2020). Organizational citizenship behavior refers to behaviors that are not formally required or directly rewarded but can be used to carry out organizational activities (Santos et al., 2023; Tambe & Meera, 2014).

An organization's internal context includes the environment in which its activities take place as well as broad and often stable types of organizational factors, such as organizational structure, organizational culture, and authority. organization's term. Organizational culture is a fundamental factor that affects the thinking and behavior of members if an organization or group can evaluate the situation in the internal and external environment to solve problems. An innovative organizational culture brings together ideas from each member so that the company can anticipate various environmental changes and design steps to quickly solve organizational problems. The synergy between organizational culture and individual employees is essential for the survival and development of the organization (Jin & Kim, 2022). Creating a functional organizational culture within an organization requires the support and participation of all members of the organization. This requires support and engagement within the organization. The role of employees in operations is unclear, conflicts between employees and parties inside and outside the work group, lack of responsibility as a civil state apparatus and cultural differences organization (Siswadhi, Yelnim, 2023).

## **LITERATURE REVIEW**

### **Authentic Leadership**

Authentic leadership theory is a complex theory that applies authentic and humanistic principles to leadership theory and is based on the belief that staying true to yourself will lead to success. Authentic leadership theory can be used in conjunction with other leadership styles and can have a significant positive impact in the workplace (Johnson, 2019). Authentic

leadership is a form of authentic leadership in which leaders demonstrate behavior consistent with their own ethical values (Malloy et al., 2023). True leadership theory emerged from the growing disillusionment with modern leadership as well as the positive psychology movement of humanism (Kim et al., 2023). Authentic leadership focuses on developing positive and advanced psychological capacities that impact the behaviour of leaders and followers (Safitri et al., 2023). According to Mrayyan et al. (2023) there are three basic indicators in Authentic Leadership, namely: self-understanding, moral perspective used and relationship transparency.

### **Self-efficacy**

Self-efficacy theory is a psychological framework that influences people's motivation and actions to carry out certain tasks, in specific terms, it is an understanding of people's belief in their ability to perform an action (Andoh et al., 2023). Self-efficacy differentiates people in their thoughts, feelings, and actions. Strong self-efficacy beliefs lead to higher goals and stronger commitment, despite encountering more failures (Matwiejczuk et al., 2023). Self-efficacy influences people's thinking and behavior and influences other determinants such as the goals and aspirations that individuals choose to pursue, resilience in the face of adversity, commitment to their goals, efforts, results, and perseverance (Al Amimi & Ahmad, 2023). Andoh et al., (2023) said self-efficacy indicators include four indicators: 4,444 mastery experience; indirect experience; verbal persuasion; and emotional states.

### **Organizational Citizenship Behaviour**

Organizational citizenship behavior (OCB) is optional, individual and voluntary behaviour that has an impact on improving organisational performance and is not regulated under formal systems. OCB is also influenced by several factors, including the quality of leader-member exchanges and work-life balance (Heriyadi et al., 2020). OCB is extra individual behaviour that is explicitly not included in the formal job description, but overall can improve the effectiveness of organisational functions (Chintya, 2020; Sang et al., 2020). OCB contributes to the organisation with employees who demonstrate positive behaviours in helping colleagues, volunteering to do work outside their responsibilities, and complying with organisational rules and procedures. Voluntary behaviour can provide positive added value as social behaviour that aims to help others OCB includes five types of behaviors considered important for enhancing organizational effectiveness and well-being in the workplace (Santos et al., 2023) namely: Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue.

### **Total Quality Management**

Total Quality Management (TQM) is considered a method for managing quality changes. Although TQM was clearly conceived in terms of such fundamental areas as teamwork, continuous improvement (CI), customer service orientation, employee empowerment, and process design, it was still considered a quality change management technique (Abdul et al., 2020; Musenze & Thomas, 2020). TQM is a management philosophy that is widely recognized as a management reference system and strategic support for achieving sustainable competitive advantage that enables companies to achieve superior performance. Moreover, recent research shows a positive relationship between TQM and the achievement of organisational outcomes. (Ali, 2017; Bytyçi et al., 2023; Vanessa et al., 2023). Therefore, TQM is a management approach that aims to continuously improve the quality of every aspect or activity of an organization, from leadership, planning, human resources, processes, systems, culture and communications, including needs and expectations of the organization, employees, customers and society are taken into account big. Abimbola

et al., (2020) stated that the indicators of TQM assessment are: Continuous Improvement, Team approach, Employee involvement, Training.

### **Organizational Culture**

In general, organizational culture refers to the norms, values, beliefs, and interactions between employees within an organization. Organizational culture is a very important aspect that works in every organization, because this aspect has a higher percentage, people often believe in the purpose for which they are working and consider it a motivation. (Costa et al., 2020). Organizational culture plays an important role in shaping organizational behavior and performance through the efforts of each member of the organization. (Joseph & Kibera, 2019; Petrova et al., 2023). Organizational culture is influenced by the way the founders and managers of the organization work; because of their role in decision making regarding strategic decisions (AlShehhi et al., 2021). Pavlova, (2020) believes that the indicators of organizational culture are: goal achievement, adaptive orientation and team spirit.

## **METHOD**

### **Research Population and Sample**

A population is a generalized area that includes objects or subjects that have qualities and characteristics and then draws conclusions from them (Sari, Taifur, et al., 2022). The target population of this study includes the respondents of this study who are all structural officers of Sungai Penuh City. A complete sampling method is used to determine the minimum sample amount required (Satria et al., 2020). So that of all structural officers in Sungai Penuh City, 105 respondents were obtained.

### **Data Analysis Techniques and Hypothesis Testing**

The technique employed for testing the model in this study is referred to as structural equation modeling (SEM). SEM utilizes two distinct statistical techniques from econometrics, namely factor analysis and simultaneous equation modeling, to examine the structural connections within the suggested model (Pardede et al., 2019). Model fit was evaluated by testing different fit criteria. Multiple fit indices and their thresholds are used to test whether the model is accepted or rejected. The results of this study aim to provide a meaningful overview of research findings.

### **Data Sources and Data Collection Techniques**

This research uses a survey to obtain the necessary data. The methods used were *interviews* and distributing *questionnaires* to respondents.

### **Data Source**

- 1) Primary data, specifically data obtained from direct research conducted among construction officers in Sungai Penuh City, from questionnaires administered to construction officers in Sungai Penuh City to capture actual conditions.
- 2) Secondary data obtained by obtaining figures, documents, written reports were processed as requested in the form of general descriptions by Sungai Penuh municipal structural officers.

### **Hypothesis Testing**

To conduct research effectively, one must thoroughly examine and interpret the data that has been utilized. Data analysis involves transforming data into a user-friendly and comprehensible format, enabling the exploration of research inquiries that uncover distinct social patterns. The study employs a multilevel structural model as its research framework,

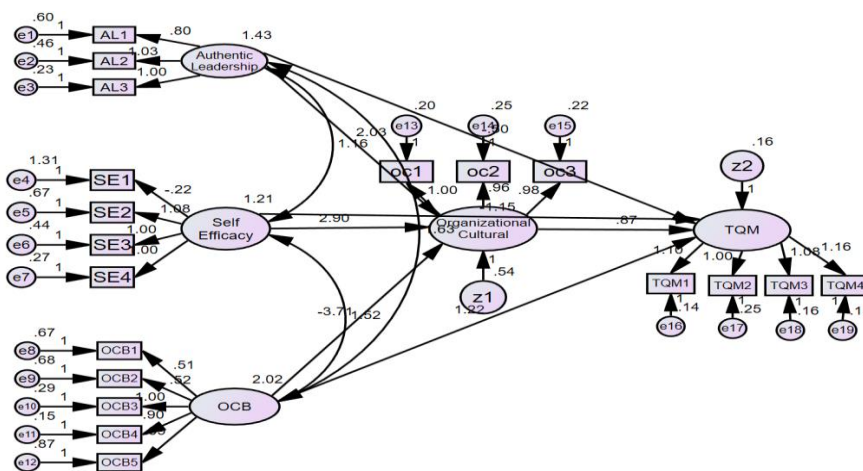
employing the technique of Structural Equation Modeling (SEM) to analyze and evaluate the proposed hypotheses (Elizar et al., 2017). A structural equation modeling should adhere to specific criteria in order to be considered a good model (Sari, Abdallah, et al., 2022) as follows:

1. The first statement contradicts the second statement Degrees of freedom (DF) must have a value greater than zero.
2. We need the chi-square value for the probability value  $p < 0 > 0.05$ .
3. CMIN/DF is the minimum sample divergence function divided by the degrees of freedom. CMIN/DF is just a relative  $\chi^2$  chi-square statistic. Relative  $\chi^2$  values less than 2.0 or 3.0 indicate an acceptable fit between the model and the data.
4. Incremental adjustments are applied to Goodness of Fit Index (GFI), Adjusted GFI (AGFI), Tucker-Lewis Index (TLI), and Normative Fit Index (NFI). The range is 0 (not appropriate) to 1.0 (completely appropriate). The recommended value is  $> 0.9$
5. Root mean square residual (RMR) and root mean square error of approximation (RMSEA) values between 0.05 and 0.08 are acceptable measures.
6. Root mean square error (RMSEA). RMSEA values from 0.05 to 0.08 are acceptable.
7. The recommended value for null model degrees of freedom fit (AGFI) is 0.90 or higher.

## RESULTS AND DISCUSSION

### Model Testing Results

The results of AMOS processing in this study are:



**Figure 1.** Full Model-Structural Equation Model (SEM) Testing Results

According to the experimental results of the model:

- 1) *Absolute fit index*
  - 1) The DF result is 109, which is positive and therefore interpreted as "pass".
  - 2) Results of  $\chi^2 / DF$  is 1.052 which is interpreted as "acceptable" because the lowest limit is 1.0, the highest limit is 2.03.
- 2) *Gradual adjustment index*
  - 1) Results of GFI = 0.773, AGFI = 0.682, TLI = 0.808 and CFI = 0.846 are understood as "acceptable" because they are on the value criteria ranging from 0-1, the closer to 1, the better.
  - 2) Results of RMR = 0.040 and RMSEA = 0.042 are understood as "acceptable" because they are within the criteria  $< 0.08$ .
- 3) *Parsimony Fit Indices*  
Results of PNFI = .647 and PCFI = .678 are interpreted as "acceptable" because they fall within the criteria for values ranging from 0 -1.

After analyzing the provided model test results, we can conclude that the model utilized in this study is deemed satisfactory.

**Hypothesis Testing**

The aim of this research is to evaluate the hypothesis by conducting a comparison critical ratio and P value results. With the standards of critical ratio value >1.96 or P value less than 0.05. The results of hypothesis test are presented in table 1:

**Table 1. Model Testing Results**

			Estimate	S.E.	C.R.	P	Label
Organizational_Cultural	<---	Authentic_Leadership	.230	.148	2.071	.024	par_9
Organizational_Cultural	<---	Self_Efficacy	.429	.108	3.283	***	par_10
Organizational_Cultural	<---	OCB	-3.706	9.353	-.396	.692	par_11
TQM	<---	Organizational_Cultural	.865	.426	2.029	.042	par_12
TQM	<---	Authentic_Leadership	1.000	.397	2.519	.012	par_13
TQM	<---	OCB	.257	.077	3.380	***	par_14
TQM	<---	Self_Efficacy	-1.149	3.879	-.296	.767	par_24

According to the table above, the result of the hypothesis test is:

1. We tested the hypothesis between authentic leadership style and organizational culture and found that CR = 2.071 and P = 0.024. It can be concluded that authentic leadership style has a positive impact on organizational culture. Since we have the criteria CR > 1.96 and P < 0.05
2. We performed a test of the hypothesis between self-efficacy and organizational culture and found that CR = 3.283, P = 0.000. The conclusion that self-efficacy has a positive impact on organizational culture is accepted. Since we have the criteria CR > 1.96 and P < 0.000
3. We tested the hypothesis between OCB and organizational culture and found that CR = -0.396, P = 0.692. We concluded that OCB does not affect corporate culture. Since we have the criteria CR > 1.96 and P < 0.000
4. We performed a test of the hypothesis between organizational culture and TQM and found that CR = 2.029, P = 0.042. The conclusion that organizational culture has a positive impact on overall quality management is accepted. 0.05 because we have criteria of CR > 1.96 and P < 0.05.
5. We conducted a test of the hypothesis between authentic leadership and TQM and found that CR = 2.519, P = 0.012. The conclusion that authentic leadership has a positive impact on overall quality control is accepted. Since we have the criteria CR > 1.96 and P < 0.000
6. The testing of the hypothesis between OCB and TQM was conducted and the results were obtained as CR = 3.380 and P = 0.000. The conclusion that OCB positively influences his TQM is accepted. Since we have criteria CR > 1.96 and P < 0.000
7. We performed the test of the hypothesis between self-efficacy and TQM and found that CR = -0.296, P = 0.767. The conclusion was reached that self-efficacy has no effect on TQM. 0.05 because we have criteria of CR > 1.96 and P < 0.05.

**1. Analysis of Direct Effects, Indirect Effects, And Total Effects**

Direct, indirect, and total effect analyses are employed to ascertain the magnitude of the impact between each construct. A direct rotation occurs when an arrow at one end causes a rotation. Indirect effects occur when the relationship between variables is influenced by

their interactions. The overall result is the significance and influence of the different connections in the research framework.

**Table 2. Total Effect**

	OCB	Self_Efficacy	Authentic Leadership	Organizational Cultural	TQM
Organizational Cultural	-5.856	3.538	2.697	.000	.000
TQM	-3.497	1.851	1.859	.965	.000

**Table 3. Direct Effect**

	OCB	Self_Efficacy	Authentic Leadership	Organizational Cultural	TQM
Organizational Cultural	-5.856	3.538	2.697	.000	.000
TQM	2.153	-1.563	-.743	.965	.000

**Table 4. Indirect Effect**

	OCB	Self Efficacy	Authentic Leadership	Organizational Cultural	TQM
Organizational Cultural	.000	.000	.000	.000	.000
TQM	-5.650	3.414	2.602	.000	.000

From the results in Tables 2, 3 and 4, the conclusions for each impact can be converted into a matrix as follows.

**Table 5. Path Coefficient Matrix of Total Effect, Direct Effect and Indirect Effect**

Description	Direct Effect	Indirect Effect	Total Effect
The Effect of Authentic Leadership on Organizational Cultural	2,697	-	2,697
The Effect of Self Efficacy on Organizational Cultural	3,538	-	3,538
The Effect of OCB on Organizational Cultural	-5,856	-	-5,856
The Effect of Authentic Leadership on TQM	-0,743	3,414	1,859
The Effect of Self Efficacy on TQM	-1,563	-0,019	1,851
The Effect of OCB on TQM	2,153	-5,650	2,153
Organizational Cultural Influence on TQM	0,965	-	0,965

From the table above the matrix of total impact coefficients, direct effects and indirect effects, the results are obtained:

1. The direct effect between authentic leadership and organizational culture is -0.743. Indirect effects between authentic leadership and TQM through organizational culture is 3.414. It is understood that the direct effect < the indirect effect (-0.743 < 3.414). Therefore, in this study it can be explained that organizational culture is a variable that can play a mediating role for authentic leadership in terms of TQM.
2. The direct effect between Self Efficacy and Organizational Cultural is -1.563. The indirect effect between Self Efficacy through Organizational Culture on Self Efficacy is -0.019. This means that the direct impact < indirect impact (-1.563 < -0.019). Therefore, we can explain in this study that organizational culture is a variable that can play a mediating role in achieving self-efficacy in TQM.
3. The direct effect between OCB and Organizational Cultural is 2.153. The indirect effect between OCB through Organizational Cultural on TQM is -5.650. It is interpreted that the direct effect > indirect effect (2.153 > -5.650). So it can be

interpreted in this study that Organizational Cultural is a variable that cannot mediate OCB to TQM.

## 2. Squared Multiple Correlations

For the results of Squared Multiple Correlations or Coefficient of Determination:

**Table 6.** Results of *Squared Multiple Correlations*

	Estimate
Organizational Cultural	.335
TQM	.752

Table 6 is the result of squaring multiple correlations, and the result is:

- 1) Authentic Leadership, Self Efficacy and OCB have an effect of 33.5% on organizational culture on structural officers in Sungai Penuh City.
- 2) Authentic Leadership, Self Efficacy and OCB and organizational culture have an effect of 75.2% on Total Quality Management (TQM) on structural officers in Sungai Penuh City.

## CONCLUSION

The conclusion of this study shows that:

1. It can be concluded that out of the seven hypotheses of this study, only five were accepted in the case study of urban structure manager Sungai Penuh. To put it differently, genuine leadership greatly influences the organizational culture of a leader in a positive and meaningful way. Self-efficacy plays a major role in bringing about positive effects. The impact of corporate culture on total quality management (TQM) is both positive and significant. Authentic leadership greatly influences and contributes positively to the implementation of total quality management (TQM). The influence of organizational citizenship behavior on total quality management (TQM) is both beneficial and substantial.
2. Authentic Leadership, Self Efficacy and OCB have an effect of 33.5% on organizational culture on structural officers in Sungai Penuh City and Authentic Leadership, Self Efficacy and OCB and organizational culture have an effect of 75.2% on Total Quality Management (TQM) on structural officers in Sungai Penuh City.

## REFERENCES

- Abdul, N., Saffar, G. A., & Mishael, A. (2020). The effect of total quality management practices on employee performance: The moderating role of knowledge sharing. *Management Science Letters*, 10, 77–90. <https://doi.org/10.5267/j.msl.2019.8.014>
- Abimbola, Oyatoye, & Oyenuga. (2020). Total Quality Management, Employee Commitment and Competitive Advantage in Nigerian Tertiary Institutions. A study of the University of Lagos. *International Journal of Production Management and Engineering*, 8(2), 87–98. <https://doi.org/10.4995/ijpme.2020.12961>
- Al Amimi, M. H., & Ahmad, S. Z. (2023). The moderating effect of educational support on the relationship between self-efficacy and intention in cyber entrepreneurship. *Journal of Work-Applied Management*. <https://doi.org/10.1108/JWAM-01-2023-0003>
- Ali, G. A. (2017). The effect of entrepreneurial orientation, market orientation, total quality management and organizational culture on the SMEs performance: A theoretical framework. *Journal of Business and Retail Management Research*, 12(1), 26–40.
- AlShehhi, N., AlZaabi, F., Alnahhal, M., Sakhrieh, A., & Tabash, M. I. (2021). The effect of organizational culture on the performance of UAE organizations. *Cogent Business and Management*, 8(1). <https://doi.org/10.1080/23311975.2021.1980934>
- Amalia, P. R., Wahyuningsih, S. H., & Surwanti, A. (2021). The Mediating Role of



- Organizational Citizenship Behavior on the Effect of Passion and Empowerment on Job Performance. *Jurnal Manajemen Bisnis*, 12(2), 127–141. <https://doi.org/10.18196/mb.v12i2.11035>
- Andoh, R. P. K., Dei Mensah, R., & Essandoh, E. (2023). Self-efficacy of employee trainers: Do differences in background characteristics matter? *Cogent Business and Management*, 10(2). <https://doi.org/10.1080/23311975.2023.2249924>
- Bytyçi, I., Qerimi, A., & Qerimi, F. (2023). THE IMPACT OF TOTAL QUALITY MANAGEMENT ON OPERATIONAL PERFORMANCE. *Journal of Governance and Regulation*, 12(1), 171–184. <https://doi.org/10.22495/jgrv12i1art16>
- Chintya Pienata, E. W. K. (2020). The Role of Organizational Commitment on Organizational Citizenship Behavior in Hotel Industry. *Jurnal Manajemen*, 24(3), 373. <https://doi.org/10.24912/jm.v24i3.674>
- Costa, J., Rodrigues, A. C., & Ferreira, M. R. (2020). Organizational culture in social economy organizations. *Economics and Sociology*, 13(3), 155–170. <https://doi.org/10.14254/2071-789X.2020/13-3/10>
- Elizar, Suripin, & Wibowo, M. A. (2017). Model of Construction Waste Management Using AMOS-SEM for Indonesian Infrastructure Projects. *MATEC Web of Conferences*, 138. <https://doi.org/10.1051/mateconf/201713805005>
- Heriyadi, H., Tjahjono, H. K., & Rahayu, M. K. P. (2020). Improving Organizational Citizenship Behavior through Job Satisfaction, Leader-Member Exchange, and Work-Life Balance. *Binus Business Review*, 11(2), 97–104. <https://doi.org/10.21512/bbr.v11i2.6193>
- Ibarra-cisneros, M. A., Vela-reyna, J. B., & Ríos-nequis, E. I. (2022). THE LINK BETWEEN ENTREPRENEURIAL ORIENTATION , TOTAL QUALITY MANAGEMENT AND CORPORATE SOCIAL RESPONSIBILITY. *Tourism and Hospitality Management*, 28(2), 315–342. <https://doi.org/10.20867/thm.28.2.4>
- Jin, M., & Kim, B. (2022). Effects of ESG Activity Recognition Factors on Innovative Organization Culture, Job Crafting, and Job Performance. *Administrative Sciences*, 12(4). <https://doi.org/10.3390/admsci12040127>
- Johnson, S. L. (2019). Authentic Leadership Theory and Practical Applications in Nuclear Medicine. *Journal of Nuclear Medicine Technology*, 47(3), 181–188. <https://doi.org/10.2967/jnmt.118.222851>
- Joseph, O. O., & Kibera, F. (2019). Organizational Culture and Performance: Evidence From Microfinance Institutions in Kenya. *SAGE Open*, 9(1). <https://doi.org/10.1177/2158244019835934>
- Junaidi, J., Anwar, S. M., & Sahrir, S. (2023). The role of religion and social capital on entrepreneurship self-efficacy and motivation among students in Indonesia. *Cogent Business and Management*, 10(3). <https://doi.org/10.1080/23311975.2023.2265091>
- Kim, T. Y., David, E. M., Chen, T., & Liang, Y. (2023). Authenticity or Self-Enhancement? Effects of Self-Presentation and Authentic Leadership on Trust and Performance. *Journal of Management*, 49(3), 944–973. <https://doi.org/10.1177/01492063211063807>
- Malloy, E., Yukhymenko-Lescroart, M. A., & Kavussanu, M. (2023). Investigating the relationship between authentic leadership and athletes' commitment, positive affect, and perceived teammate prosocial behaviour via trust and team culture. *International Journal of Sports Science and Coaching*, 18(4), 1082–1090. <https://doi.org/10.1177/17479541221139280>
- Manajemen Pendidikan Islam, J., Ramadania, R., Rosnani, T., Langgeng Ratnasari, S., Fauzan, R., & Nahrudin Apriandika, M. (2023). Towards Organizational Citizenship Behavior and Religious Performance. *Jurnal Manajemen Pendidikan Islam*, 07(01), 67–81.

- Matwiejczuk, P., Mazur, Z., & Matwiejczuk, A. (2023). Self-Efficacy Versus Dispositional Optimism and Life Satisfaction of Fitness Industry Employees. *Physical Culture and Sport, Studies and Research*, 100(1), 1–8. <https://doi.org/10.2478/pccsr-2023-0014>
- Mrayyan, M. T., Al-Atiyyat, N., Al-Rawashdeh, S., Algunmeeyn, A., Abunab, H. Y., Othman, W. W., & Sayaheen, M. N. (2023). How does authentic leadership influence the safety climate in nursing? *BMJ Leader*, 189–195. <https://doi.org/10.1136/leader-2022-000677>
- Musenze, I. A., & Thomas, M. S. (2020). Development and validation of a total quality management model for Uganda ' s local governments Development and validation of a total quality management model for Uganda ' s local governments. *Cogent Business & Management*, 7(1). <https://doi.org/10.1080/23311975.2020.1767996>
- Pan, Y., Aisihær, N., Li, Q., Jiao, Y., & Ren, S. (2022). Work-Family Conflict, Happiness and Organizational Citizenship Behavior Among Professional Women: A Moderated Mediation Model. *Frontiers in Psychology*, 13(June), 1–8. <https://doi.org/10.3389/fpsyg.2022.923288>
- Pardede, A. M. H., Sembiring, Y. B., Iskandar, A., Pitasari, D. R., Sriadhi, S., Rianita, D., Arifin, M., Ririhena, M. Y., Siregar, N. A., Supriyono, Sari, A. E., Tondo, S., Zarlis, M., Winarno, E., & Tulus. (2019). Implementation of Data Mining to Classify the Consumer's Complaints of Electricity Usage Based on Consumer's Locations Using Clustering Method. *Journal of Physics: Conference Series*, 1363(1). <https://doi.org/10.1088/1742-6596/1363/1/012079>
- Pavlova, O. (2020). Relations between organizational culture and human resources management in a modern organization. *Informacijos Mokslai*, 88, 105–119. <https://doi.org/10.15388/IM.2020.88.34>
- Petrova, K., Konecna, Z., & Hornungova, J. (2023). the Impact of Covid-19 on Organization: a Case Study From the It Area on Changing Culture Perceptions in Organization. *Journal of Eastern European and Central Asian Research*, 10(2), 152–163. <https://doi.org/10.15549/jeecar.v10i2.1140>
- Pulido-Martos, M., Cortés-Denia, D., Luque-Reca, O., & Lopez-Zafra, E. (2022). Authentic leadership and personal and job demands/resources: A person-centered approach and links with work-related subjective well-being. *Current Psychology*, 42(33), 28994–29011. <https://doi.org/10.1007/s12144-022-03938-7>
- Rehman, F. U., & Zeb, A. (2023). Investigating the nexus between authentic leadership, employees' green creativity, and psychological environment: evidence from emerging economy. *Environmental Science and Pollution Research*, 30(49), 107746–107758. <https://doi.org/10.1007/s11356-023-29928-1>
- Safitri, A. B., Manajemen, P., Ekonomi, F., Madura, U. T., Manajemen, P., Ekonomi, F., Madura, U. T., Manajemen, P., Ekonomi, F., & Madura, U. T. (2023). Aunthentic Leadership. *Journal Manajement and Inovation*, 1(3). <https://doi.org/10.59581/jmki-widyakarya.v1i3.697>
- Sang Putu Krisna Adhi Pranata, Ni Wayan Sitiari, & Putu Ngurah Suyatna Yasa. (2020). The Effect of Organizational Citizenship Behavior (OCB) Towards Work Stress and Performance of Employees in Income Agency Regional City of Denpasar. *Jurnal Ekonomi & Bisnis JAGADITHA*, 7(1), 65–72. <https://doi.org/10.22225/jj.7.1.1654.65-72>
- Santos, R. S., Lousã, E. P., Sá, M. M., & Cordeiro, J. A. (2023). First, Be a Good Citizen: Organizational Citizenship Behaviors, Well-Being at Work and the Moderating Role of Leadership Styles. *Behavioral Sciences*, 13(10). <https://doi.org/10.3390/bs13100811>
- Sari, A. E., Abdallah, Z., Siswadhi, F., Maryanto, & Haryono, G. (2022). Improving Financial and Marketing Management Based Digital Application On SMEs Batik Tulis Incung Kerinci. *International Journal of Engagement and Empowerment*, 2(3), 1–11.

- Sari, A. E., Taifur, W. D., & Muharja, F. (2022). *Factors Affecting The formation of Tourism Village : Focusing on Components Tourism Supply in Indonesia*. 6(4), 9661–9670.
- Satria, E., Yusnita, I., & Sari, A. E. (2020). Peningkatan Kinerja Pemasaran UMKM Melalui Dimensi Kewirausahaan di Kabupaten Kerinci. *J-MAS (Jurnal Manajemen Dan Sains)*, 5(2), 172. <https://doi.org/10.33087/jmas.v5i2.177>
- Siswadh, F.; Y. (2023). The Influence Of Work Discipline, Organizational Culture And Non-Physical Work Environment On The Work Productivity Of Employees Of The Food Crops, Holticulture And Plantations Department Of Sungai Penuh City. *Syntax Literate: Indonesian Scientific Journal*, 8(8), 31–41. <https://doi.org/https://doi.org/10.36418/syntax-literate.v8i8.13398>
- Tambe, S., & Meera, S. (2014). A Study of organizational citizenship behaviour ( OCB ) and Its dimensions : A literature Review. *International Research Journal of Business and Management*, 1(January), 67–73.
- Vanessa, S., Jiwa, Z., Tarigan, H., & Siagian, H. (2023). The role of top management commitment , employee empowerment and total quality management in production waste management and enhancing firm performance. *Uncertain Supply Chain Management*, 11, 1369–1382. <https://doi.org/10.5267/j.uscm.2023.3.011>
- Yaakobi, E., & Weisberg, J. (2020). Organizational Citizenship Behavior Predicts Quality, Creativity, and Efficiency Performance: The Roles of Occupational and Collective Efficacies. *Frontiers in Psychology*, 11(April), 1–18. <https://doi.org/10.3389/fpsyg.2020.00758>