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The Role of Leadership Empowerment on Employee Organizational Citizenship Behaviour at PT X with Proactive Behavior as a Mediator Variable

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ABSTRACT

Positive leadership empowerment may encourage positive attitudes in employee organizational citizenship behavior. This behavior could be enhanced by the proactive behavior of the employees. This research aims to determine the role between leadership empowerment on employee organizational citizenship behavior at PT X with proactive behavior as a mediator variable. The implementation of this research is in the production department of PT X on full-time employees with a total of 270 subjects with random sampling techniques. The instrument used is a questionnaire. For proactive behavior variables, the authors developed it based on Crant's theory. Organizational Citizenship Behavior (OCB) variables were measured using the OCB Scale developed by Organ. Meanwhile, the leadership empowerment variable was measured using the Empowering Leadership Questionnaire (ELQ) developed in previous research by Arnold, Arad, Rhodes, and Drasgow. Research data analysis using linear regression statistical techniques and path analysis. The results of the research data analysis explain that there is a significant influence of leadership empowerment on employee organizational citizenship behavior at PT X with proactive behavior as a mediator variable ($p = 0.046$, $p < 0.05$), where proactive behavior partially mediates organizational citizenship behavior.

Keywords: *Leadership Empowerment, Organizational Citizenship Behavior, Proactive Behavior*

INTRODUCTION

Indonesia is the fourth most populous country in the world. A total of 70.72% of Indonesia's 270.20 million population in 2020 is in productive age (Statistik, 2020). The industrial revolution 4.0 requires organizations or companies to be well prepared for any changes that become industry challenges, including in terms of their human resources.

Labor-intensive companies in Indonesia are dominated by the large-scale manufacturing industry. According to the latest data from the Central Statistics Agency of the Republic of Indonesia (BPS RI) in 2021, there are 24,694 large manufacturing industries in Java and 6,094 outside Java, with a total of 30,788 large manufacturing industries throughout Indonesia (Statistik, 2023).

The large-scale manufacturing industry comprises various types of products, one of which is the food processing industry. The issue that becomes a topic in this industry is related to productivity and production quality. Previous theory stated that productivity and production quality cannot go hand in hand. This is in contrast to the opinion of Momeni & Ni (2021) who explained that production quality could increase productivity. They also mentioned that other benefits of maintaining production quality enable the company to make more efficient use of labor and increase customer trust and satisfaction with the produced products. Their research proves that productivity does not increase with a high number of workers. Human resources that maintain production quality are one of the keys to achieve high productivity.

The phenomenon of productivity and production quality problems occurred at PT X, one of the large manufacturing companies in Indonesia. As a company that has been producing food for more than 28 years, PT X is well aware of the significant role of human resources in achieving company success or goals. Continuous change places human resources as initiators, agents of change, and culture shapers, while improving the change skills of the company. The willingness and ability of human resources is the key to achieving these goals (Kusumajati, 2014). Preliminary data has been collected through the human resources and employees of PT X, and several indications related to low organizational citizenship behavior among employees have been discovered.

The interviews revealed several indications of low organizational citizenship behavior (OCB) among employees. According to Shahab et al. (2018), OCB often involves behavior apart from official roles that are not included in job descriptions, spontaneous behavior without specific directions or orders, a tendency to help, and behavior that is often difficult to evaluate in performance appraisals.

In an interview conducted with one of the human resources team, Assistant Manager Aris Widarsih revealed that there were indications of negligence of SOPs in the production department. In addition to production employees who do not perform according to the SOP, the supervisor in charge also does not take any

control measures. Negative impacts that may occur include reduced organizational effectiveness and decreased organizational productivity (Organ & Ryan, 1995).

Organizational citizenship behavior refers to employee contribution behavior that is not required and not obligated by the company. This contribution is not limited to the employee's job description (Organ, 2015). There are several factors that influence organizational citizenship behavior, including Leadership Empowerment and Proactive Behavior. Leadership Empowerment involves maintaining and demonstrating commitment to hard work and implementing organizational decisions consistently in front of team members. In addition, the more a leader encourages the meaningfulness of work, the more self-awareness in the team will increase.

According to Shahab et al. (2018), several matters related to leadership empowerment include: a sense of willingness to share knowledge about the work involved, sharing knowledge related to team performance, and activities to positively influence employee behavior.

Individuals with a high level of organizational citizenship behavior tend to help their fellow co-workers, perform additional tasks, and sacrifice their time and energy for the benefit of the organization. This indicates that positive leadership empowerment may encourage positive attitudes in employee organizational citizenship behavior. This behavior could be enhanced by the proactive behavior of the employees. Robbins et al. (2016) emphasizes that proactive individuals are perceived as leaders and act as agents of change.

This research aims to analyze the influence of leadership empowerment with organizational citizenship behavior of PT X employees, analyze the influence of leadership empowerment with proactive behavior of PT X employees, analyze the influence of proactive behavior with organizational citizenship behavior of PT X employees, analyze the influence of leadership empowerment with organizational citizenship behavior of employees mediated by proactive behavior of PT X employees. Meanwhile, the hypotheses in this research can be elaborated as follows: (1) There is an influence between Leadership Empowerment and Organizational Citizenship Behavior of employees at PT X (2) There is an influence between Leadership Empowerment and Proactive Behavior of PT X employees (3) There is an influence between Proactive Behavior and Organizational Citizenship Behavior of PT X employees (4) There is an influence between Leadership Empowerment and Organizational Citizenship Behavior mediated by Proactive Behavior in employees at PT X.

RESEARCH METHODOLOGY

The research method applied in this research is quantitative. Through the application of statistical, mathematical, or computational methods, quantitative research is a systematic research that focuses on calculating correlations, behaviors, and other occurrences (Hermawati et al., 2023). This research aims to test

hypotheses involving the variables of Leadership Empowerment, Organizational Citizenship Behaviour, and Proactive Behaviour in PT X employees. The population that becomes the focus of the research is the production employees of PT X, which amounts to approximately 970 employees, including regular employees and contract employees from various production departments. The research sample will consist of at least 90 respondents selected using random sampling method. The independent variable (X) in this research is Leadership Empowerment, while the dependent variable (Y) is Organizational Citizenship Behaviour. In addition, there is a moderator variable (m) which is Proactive Behavior.

This research applies data collection using a survey method through a questionnaire which includes a Likert Scale to measure each variable according to its dimensions. The scale in the research has two types of items, favorable (items that are in line with the statement) and unfavorable (items that are in contrast to the statement). There are five response categories on the Likert Scale. This research uses data analysis techniques with quantitative analysis methods.

RESULT AND DISCUSSION

Descriptive Analysis

Table 1. Descriptive Analysis

	N	Min.	Max.	Mean	Std. Dev.	Skewness	Kurtosis		
	<i>Stat.</i>	<i>Stat.</i>	<i>Stat.</i>	<i>Stat.</i>	<i>Stat.</i>	<i>Stat.</i>	<i>Std. Error</i>	<i>Stat.</i>	<i>Std. Error</i>
PB	270	33,00	100,0	77,19	13,93	-,658	,148	-,488	,295
OCB	270	19,00	95,00	53,35	20,61	,562	,148	-,676	,295
EL	270	63,00	192,0	130,9	27,63	,432	,148	-,624	,295
Valid N	270								

Source: Processed Data by Researchers

Notes:

PB: Proactive Behavior;

OCB: Organizational Citizenship Behaviors;

EL: Empowerment Leadership

From the table above, it can be observed that the number of subjects in this research is 270 people. Skewness is a measure that shows how symmetrical the data distribution is. Therefore, the positive value of skewness in the Organizational Citizenship Behavior (0.562) and Empowerment Leadership (0.432) variables indicates that the distribution of the values of the two variables tends to have predominantly low values. In contrast, the negative skewness value of Proactive Behavior (-0.658) indicates that the distribution of values on the variable tends to have a predominantly high value.

The kurtosis value in the table above indicates the peak point in the distribution of values. The three variables have negative kurtosis values (Proactive Behavior: -0.488; Organizational Citizenship Behavior: 0.676; Leadership Empowerment: -0.624) indicating that the distribution of respondents' scores on these variables tends to be flat and does not taper upwards.

Normality Test

Table 2. Normality Test One-Sample Kolmogorov-Smirnov Test

		<i>Unstandardized Residual</i>
<i>N</i>		270
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	.0000000
	<i>Std. Deviation</i>	1.96595624
<i>Most Extreme Differences</i>	<i>Absolute</i>	.047
	<i>Positive</i>	.027
	<i>Negative</i>	-.047
<i>Test Statistic</i>		.047
<i>Asymp. Sig. (2-tailed)</i>		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Processed Data by Researchers

From the table above, it is clear that the value of Asymp. Sig. (2-tailed) value generated is 0.200. Where this value is included in the decision-making group of the significance level $(0.200) > 0.05$ and thus it can be concluded that the data used in the research regression model is normally distributed.

Linearity Test

Table 3. Linearity Test of Leadership Empowerment with Organizational Citizenship Behavior

			<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>OCB * EL</i>	<i>Between Groups</i>	<i>(Combined)</i>	466,80	27	17,289	4,865	,000
		<i>Linearity</i>	22,34	1	22,344	6,288	,013
		<i>Deviation from Linearity</i>	444,45	26	17,095	4,810	,000
	<i>Within Groups</i>		859,97	242	3,554		
	<i>Total</i>		1326,77	269			

Source: Processed Data by Researchers

Based on the table above, it can be seen that the resulting Linearity significance value is 0.013. Thus it can be stated that the significance <0.05, then the variables of Leadership Empowerment and Organizational Citizenship Behavior are linear.

Table 4. Linearity Test of Proactive Behavior and Organizational Citizenship Behavior

			<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>PB * OCB</i>	<i>Between Groups</i>	<i>(Combined)</i>	3769.699	9	418.855	11.477	.000
		<i>Linearity</i>	2793.174	1	2793.174	76.538	.000
		<i>Deviation from Linearity</i>	976.525	8	122.066	3.345	.001
	<i>Within Groups</i>		9488.375	260	36.494		
	<i>Total</i>		13258.074	269			

Source: Processed Data by Researchers

Referring to the table above, the Linearity significance value generated is 0.000. Thus it can be stated that the significance <0.05, the variables of Proactive Behavior and Organizational Citizenship Behavior are linear.

Table 5. Linearity Test of Leadership Empowerment and Proactive Behavior

			<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>PB*</i>	<i>Between</i>	<i>(Combined)</i>	1154,414	34	33,953	2,172	,000
<i>EL</i>	<i>Groups</i>	<i>Linearity</i>	87,075	1	87,075	5,570	,019
		<i>Deviation from Linearity</i>	1067,339	33	32,344	2,069	,001
	<i>Within Groups</i>		9488,375	3673,971	235	15,634	
	<i>Total</i>		13258,074	4828,385	269		

Source: Processed Data by Researchers

According to the table above, it is known that the Linearity significance value generated is 0.019. Hence it can be seen that the significance <0.05, then the variables of Leadership Empowerment and Proactive Behavior are linear.

Heteroscedasticity Test

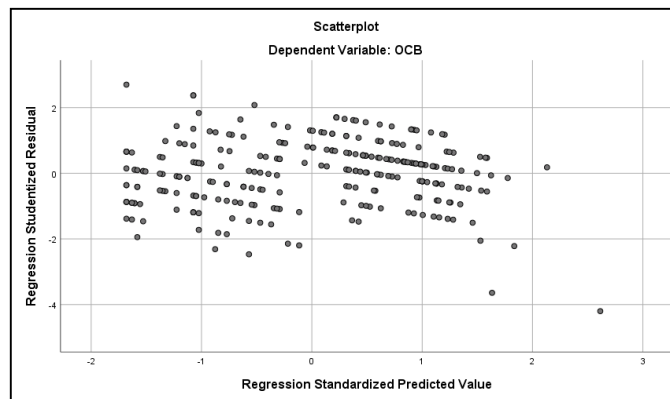


Figure 2. Heteroscedasticity Test Results

Source: Processed Data by Researchers

Based on the picture above, it can be observed that the distribution of data does not have a certain pattern therefore the regression model used in the research is free from heteroscedasticity.

Correlation Test

Table 6. Results of Correlation Test

		<i>EL</i>	<i>OC</i>	<i>PB</i>
			<i>B</i>	
<i>EL</i>	<i>Pearson</i>	1	,34	,13
	<i>Correlati</i>		5**	4*
	<i>on</i>			
	<i>Sig. (2-</i>		,00	,02
	<i>tailed)</i>		0	7
	<i>N</i>	270	270	270

OC	Pearson	,345*	1	,18
	Correlation	*		9**
	Sig. (2-tailed)	,000		,002
N		270	270	270
PB	Pearson	,134*	,18	1
	Correlation		9**	
	Sig. (2-tailed)	,027	,002	
N		270	270	270

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Processed Data by Researchers

From the table above, it is known that the significance values generated by leadership empowerment, organizational citizenship behavior, and Proactive Behavior each have a value smaller than 0.05. The table above also indicates the correlation value formed between Leadership Empowerment and Organizational Citizenship Behavior of 0.345. The correlation formed is a positive correlation with the strength of the relationship which is included in a fairly strong relationship. For the correlation formed between Organizational Citizenship Behavior and Proactive Behavior, the strength of the correlation is weak with a value of 0.189. For the correlation formed between Leadership Empowerment and Proactive Behavior, which is a weak correlation with a value of 0.134.

Regression Test of Leadership Empowerment Variables on Proactive Behavior Variables of PT X Employees

Table 7. Determinant Test Results of Leadership Empowerment Variables on Proactive Behavior Variables

Model	R	Adjusted R	Std. Error of the Estimate
1	,958	,918	1,02358
a			

a. Predictors: (Constant), EL

Source: Processed Data by Researchers

The results indicate that the strength of the correlation between the two variables is $R = 0.958$, which indicates that 95.8% of the variation in the Proactive Behavior variable can be explained by the Leadership Empowerment variable. In addition, the R square value of 0.918 indicates that Leadership Empowerment

affects the Proactive Behavior variable by 91.8%, while 8.2% is influenced by other variables not included in this research model.

Table 8. Regression Analysis Results of Leadership Empowerment Variables on Proactive Behavior Variables

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1 <i>Regression</i>	3163,36	1	3163,365	3019,304	,000 ^b
<i>Residual</i>	280,787	26	1,0488		
<i>Total</i>	3444,15	26			
		2			

a. *Dependent Variable: PB*

b. *Predictors: (Constant), EL*

Source: Processed Data by Researchers

Based on the results of the table above, the significance value is 0.000 or (p <5%). Therefore, it can be stated that there is a significant influence between Leadership Empowerment on Proactive Behavior.

Table 9. Regression Coefficient Results of Leadership Empowerment Variables on Proactive Behavior Variables

<i>Model</i>	<i>Unstandardized Coefficients</i>	<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Beta</i>		
1 <i>(Constant)</i>	3,894	,401	9,718	,000
<i>EL</i>	1,298	,024	,958	54,948

a. *Dependent Variable: PB*

Source: Processed Data by Researchers

Based on the test results, the unstandardized beta coefficient shows a value of 1.298. In addition, the significance result which is less than 0.05 indicates that the linear regression line equation is correct and can be used. From this it can be concluded that if Leadership Empowerment increases by one unit, then Proactive Behavior will increase by 1.298. The positive coefficient value in the table indicates a positive relationship between Leadership Empowerment and Proactive Behavior; the higher the Leadership Empowerment, the higher the Proactive Behavior.

Regression Test of Leadership Empowerment Variables on Employee Organizational Citizenship Behaviour Variables at PT X

Table 10. Determinant Test Results of Leadership Empowerment Variables on Organizational Citizenship Behavior Variables

<i>Model</i>	<i>R</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	,748 ^a	,560	,558

a. Predictors: (Constant), EL

Source: Processed Data by Researchers

The results indicate that the strength of the correlation between the two variables is $R = 0.748$, which indicates that 74.8% of the variation in the Organizational Citizenship Behavior variable can be explained by the Leadership Empowerment variable. Furthermore, the R square value of 0.560 indicates that this research model explains 56.10% of the influence of the independent variable on the dependent variable, while the remaining 43.90% is explained by other variables not included in this research model.

Table 11. Regression Analysis Results of Leadership Empowerment Variables on Organizational Citizenship Behavior Variables

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1 <i>Regression</i>	8425,61	1	8425,61	340,9	,000
<i>Residual</i>	6622,36	26	24,710		
<i>Total</i>	15047,9	26			
	85	9			

a. Dependent Variable: OCB

b. Predictors: (Constant), EL

Source: Processed Data by Researchers

Based on the results of the table above, the significance value is 0.000 or ($p < 5\%$), therefore it can be stated that there is a highly significant influence between Leadership Empowerment on organizational citizenship behavior.

Table 12. Regression Coefficient Results of Leadership Empowerment Variables on Organizational Citizenship Behavior Variables

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	17,701	1,946			9,097	,000
EL	2,118	,115	,748		18,466	,000

a. Dependent Variable: OCB

Source: Processed Data by Researchers

Based on the test results, the unstandardized beta coefficient value is 2.118, thus the value on the independent variable path to the dependent variable is 2.118. In addition, with a significance result of less than 0.05, the linear regression line equation can be considered appropriate and used. This concludes that if Leadership Empowerment increases by one unit, Organizational Citizenship Behavior will increase by 2.118. The positive coefficient value indicates a positive relationship between Leadership Empowerment and Organizational Citizenship Behavior; the higher the Leadership Empowerment, the higher the Organizational Citizenship Behavior.

Regression Test of Proactive Behavior Variables on Organizational Citizenship Behaviour Variables of PT X Employees

Table 13. Determinant Test Results of Proactive Behavior Variables on Organizational Citizenship Behavior Variables

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.727 ^a	.529	5.14416

a. Predictors: (Constant), PB

Source: Processed Data by Researchers

The results show that the strength of the correlation between the two variables is $R = 0.727$, which indicates that 72.7% of the variation in the Organizational Citizenship Behavior variable can be explained by the Proactive Behavior variable. Furthermore, the R square value of 0.529 indicates that this research model can explain 52.9% of the influence of the independent variable on the dependent variable, while the remaining 47.1% is explained by other variables not included in this research model.

Table 14. Regression Analysis Results of Proactive Behavior Variables on Organizational Citizenship Behavior Variables

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1 <i>Regression</i>	7956,063	1	7956,063	300,65	,000 ^b
					5
<i>Residual</i>	7091,922	268	26,462		
<i>Total</i>	15047,985	269			

a. *Dependent Variable: OCB*

b. *Predictors: (Constant), PB*

Source: Processed Data by Researchers

Based on the results of the table above, the significance value is 0.000 or (p <5%), it can be explained that there is a significant influence between Proactive Behavior on organizational citizenship behavior.

Table 15. Regression Coefficient Results of Proactive Behavior Variables on Organizational Citizenship Behavior Variables

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>			
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>	
1	<i>(Constant)</i>	14,222	2,269		6,267	,000	
	<i>PB</i>	1,520	,088		,727	17,339	,000

a. *Dependent Variable: OCB*

Source: Processed Data by Researchers

The unstandardized beta coefficient value is 1.520 based on the previously conducted test. This shows that the value on the path of the mediator variable to the dependent variable is 1.520. In addition, the linear regression equation is considered appropriate and can be used because the significance result is less than 0.05. It can be concluded that if Proactive Behavior increases by one unit, Organizational Citizenship Behavior will increase by 1.520. The positive coefficient value indicates a positive relationship between Proactive Behavior and Organizational Citizenship Behavior; the higher the Proactive Behavior, the higher the Organizational Citizenship Behavior.

Mediation Path Analysis

After conducting regression one by one, the path analysis test will be carried out. The following are the regression results on each path:

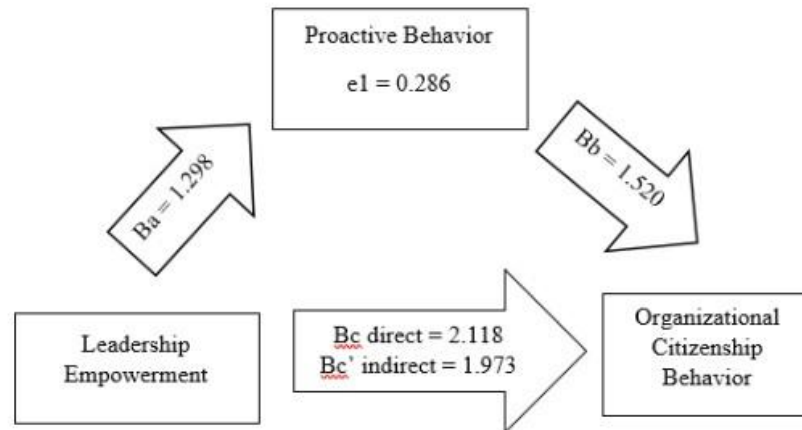


Figure 3. Mediation Path

Source: Processed Data by Researchers

From the path analysis picture above, it can be seen that there is a direct influence between Leadership Empowerment and Organizational Citizenship Behavior with a coefficient value of $B = 2.118$.

Afterwards, a Sobel Test was conducted to test the indirect mediation. The results indicated a p value = 0.046 with a standard error of 0.990. This p value indicates a significance that is less than 0.05 ($p < 5\%$), which means that there is a significant indirect influence between the Leadership Empowerment variable on Organizational Citizenship Behavior mediated by the Proactive Behavior variable. Therefore, Proactive Behavior acts as a variable that mediates the influence of Leadership Empowerment on Organizational Citizenship Behavior.

The coefficient value shows that the direct influence of the independent variable (Leadership Empowerment) on the dependent variable (Organizational Citizenship Behavior) is greater than the regression coefficient of the indirect influence of the independent variable (Leadership Empowerment) on the dependent variable (Organizational Citizenship Behavior) through the mediator variable (Proactive Behavior), B Indirect (1.973) < B Direct (2.118). The total effect in this research, where Leadership Empowerment has an influence on Organizational Citizenship Behaviour which is mediated by Proactive Behavior of 4.091.

The Influence between Leadership Empowerment and Organizational Citizenship Behaviour of Employees at PT X

This research shows that there is an influence described by leadership empowerment on organizational citizenship behavior in PT X employees ($R = 0.748$; $p = 0.000$; $p < 5\%$), where the research hypothesis H_1 is accepted. The results

of this research indicate a positive influence, meaning that the higher the value of leadership empowerment, the more the value of organizational citizenship behavior increases for employees at PT X ($b = 2.118$). The results of this research are in line with previous research conducted by (Jiang et al., 2019). They proved in their research conducted on 374 employees in China, that there is a significant and positive influence of leadership empowerment on organizational citizenship behavior.

The Influence between Leadership Empowerment and Proactive Behavior of Employees of PT X

Further findings in this research show that leadership empowerment influences the proactive behavior of PT X employees ($R = 0.958$; $p = 0.00$; $p < 5\%$), which means H_2 is accepted. The findings of this research show a positive influence, which means that the higher the leadership empowerment, the more proactive behavior of employees at PT X will increase. This finding is in line with previous research by Wang & Yang (2021) on 461 hotel employees in China, which similarly found that leadership empowerment has a positive influence on employee proactive behavior.

The Influence between Proactive Behavior and Organizational Citizenship Behaviour of Employees of PT X

This research shows that proactive behavior has an influence on the organizational citizenship behavior of PT X employees ($R = 0.727$; $p = 0.000$; $p < 5\%$), therefore H_3 is accepted. This result shows a positive influence, meaning that the higher the proactive behavior, the more the organizational citizenship behavior of employees at PT X will increase. This finding is in line with previous research by Steyn (2019) involving 3180 employees in South Africa, where employee proactive behavior has a significant and positive influence on organizational citizenship behavior.

The Influence between Leadership Empowerment and Organizational Citizenship Behaviour Mediated by Proactive Behavior in Employees at PT X

The researchers examined the direct influence between leadership empowerment on organizational citizenship behavior and found significant results, with 74.8% of organizational citizenship behavior can be explained by leadership empowerment ($R = 0.748$; $p = 0.000$; $p < 5\%$). This research also explains that the proactive behavior variable indirectly mediates the influence of leadership empowerment on organizational citizenship behavior in PT X employees ($B \text{ Direct} > B \text{ Indirect}$; $2.118 > 1.973$).

The research that has been conducted concludes that leadership empowerment influences employee organizational citizenship behavior with partial mediation by proactive behavior. The factors of proactive behavior and leadership empowerment are essential elements in generating organizational citizenship

behavior among company employees. This research proves that when organizational leaders empower employees who behave proactively is able to increase employee organizational citizenship behavior.

CONCLUSION

Research findings from 270 respondents revealed that the greater the leadership empowerment received by employees, the higher the level of organizational citizenship behavior they show for the company. Higher leadership empowerment is also associated with higher proactive behavior from employees towards the company. In addition, the higher the proactive behavior of employees, the higher the level of organizational citizenship behavior they show for the company. In addition, there is a relationship between leadership empowerment and organizational citizenship behavior, where the relationship is mediated by the proactive behavior of employees at PT X. The mediation that occurs is partial mediation, which indicates that there is incomplete influence on the path of influence from leadership empowerment to organizational citizenship behavior.

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