



UDC 331

**THE MEDIATION ROLE OF LEADER MEMBER EXCHANGE ON THE INFLUENCE OF
NARCISSISTIC LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR:
A STUDY AT BANK BPD BALI RENON BRANCH OFFICE**

**Wirakusuma I Gede Beni*, Wibawa I Made Artha, Supartha Wayan Gede,
Surya Ida Bagus Ketut**

Faculty of Economics and Business, University of Udayana, Bali, Indonesia

*E-mail: beniwirakusuma@yahoo.com

ABSTRACT

Organizational Citizenship Behavior (OCB) is essential in increasing organizational effectiveness. Research shows that heavy workloads cause low OCB in the industry. This research focuses on the mediating role of LMX in the influence of narcissistic leadership on OCB at Bank BPD Bali Renon Branch. This research uses a quantitative approach with a causal associative design to examine the relationship between narcissistic leadership, LMX, and OCB. Data was collected through questionnaires and structured interviews from the entire employee population of 45 people, using saturated sampling techniques. Data was analyzed using the Structural Equation Modeling (SEM) method with Partial Least Square (PLS). Instrument validity and reliability testing were carried out to ensure data accuracy. The results of this study found that narcissistic leadership has a positive and significant influence on OCB. Apart from that, narcissistic leadership also has a positive and significant effect on LMX. Furthermore, this research shows that LMX positively and significantly affects OCB. Furthermore, the results of this study indicate that LMX mediates the influence of narcissistic leadership on OCB.

KEY WORDS

Narcissistic Leadership, organizational citizenship behavior, bank BPD Bali.

Resources are sources of energy and power that are needed to create power, movement, activity, and action. These resources include natural resources, financial resources, human resources, scientific resources, and technological resources. The most important resource is human resources. Human resources are used to synergize with other resources to achieve organizational goals. Without human resources, other resources are idle and less useful in achieving organizational goals.

In today's global era, there are many influences of frequent changes. Therefore, businesses must always pay attention to the demands of change and strive to create strategies and policies that are influenced by environmental changes to be able to cope with any environmental changes. Every organization strives to create an ideal working environment; organizational behaviour is very important to produce good resources (Jufrizen & Hutasuhut, 2022).

The company's success in achieving its goals must be balanced with the role of its employees. Employees in a company are not merely objects in achieving goals; more than that, employees are also objects of actors. Without employees, companies and organizations cannot realize all the plans they have made because it is in the hands of employees that they will be able to develop. If an employee does everything, it is only sometimes driven by things that benefit him. This is because employees will feel satisfied if they can help or do something more than their role, and this condition can be called organizational citizenship behaviour (Jufrizen *et al.*, 2020).

OCB, also referred to as extra-role behaviour, is a behaviour that employees have in doing a job that is non-binding, voluntary, unrelated to the formal reward system provided by the company, and can encourage increased effectiveness in an organization (Hidayat & Sukardi, 2019). OCB behaviour is not a requirement written on a formal job description and regardless of a binding contract with the company, but rather a choice of each individual so



that OCB behaviour is free and explicit (Dewi & Riana, 2019). Organizations want human resources who have OCB behaviour to improve their performance (Shofiyuddin *et al.*, 2021). OCB behaviour is a form of individual choice and initiative that has nothing to do with formal organizational rewards (Iskandar *et al.*, 2019). In OCB, there are five indicators, namely: (1) Altruism, where employees are willing to assist even though it is not included in their responsibilities; (2) Conscientiousness, where employees give more effort than expected by the company; (3) Sportsmanship, where employees can have a positive influence on the organizational environment even though the situation is less than ideal; (4) Courtesy, where employees appreciate and can maintain good relations with other employees; (5) Civic Virtue, where employees are willing to provide constructive input for the benefit of the company (Watoni, 2020).

The Central Bureau of Statistics recorded the number of labour force based on the National Labour Force Survey (Sakernas) in August 2023 as 147.71 million people. This number increased by 3.99 million people compared to the previous year, 2022. In terms of employment, the processing and manufacturing industries experienced the highest increase in the number of workers in that period. Human resources are an essential factor in industrial growth. Every company cannot be separated from several problems. One of them lies in human resources. In an increasingly competitive business world, employees are needed in organizations with performance that exceeds their job descriptions or formal obligations as a vital source of organizational effectiveness.

Research conducted by a research institute in Indonesia on industrial sector workers in 2021 showed that many workers did not show extra-role behaviour at work. Namely, 23.3 per cent had high OCB, 16.6 per cent were moderate, and the remaining 60.1 per cent were classified as having low OCB. Extra-role behaviour (Organizational Citizenship Behavior) is an individual contribution that exceeds the job description. The low OCB behaviour of industrial workers in this country is due to the exhausting workload of each employee's job description. Most workers complain about the number of targets the company must achieve. The failure to achieve targets can be caused by low cooperation with colleagues; cooperation is needed so that work can be completed quickly and precisely beyond what is expected by the company. Fazriyah *et al* (2018) state that job satisfaction positively and significantly affects OCB. If performance satisfaction increases, employee OCB will also increase (Roby, 2020). This is also evident in previous research conducted by Ticoalu (2015), which states that organizational citizenship behaviour (OCB) significantly affects employee performance. This means that employees who have OCB, which includes obedience, loyalty, and participation, significantly affect their performance. The research was conducted on PT Bank Tabungan Pensiunan Nasional (BTPN) Manado Main Branch employees. Therefore, it is necessary to investigate OCB in the Bank further.

Research from Sari *et al* (2021) states that banking leaders need to understand the factors that influence OCB, such as a conducive work environment, support from management, and employee job satisfaction, and create a work environment that supports OCB. Conversely, employees also need to understand the importance of OCB behaviour in improving organizational performance and creating a conducive work environment that improves productivity and work quality. Bank BPD Bali Renon Denpasar Branch is one of the branches of the Regional Development Bank (BPD) Bali located in Renon, Denpasar, Bali. Bank BPD Bali was established in 1961 as part of the Bali Provincial government's efforts to boost the local economy and provide banking services to the Balinese. Bank BPD Bali initially functioned as a development bank and had an essential role in supporting Bali's economic development, especially in the tourism and agriculture sectors. In its development, Bank BPD Bali has undergone several transformations. In 1992, Bank BPD Bali became a commercial bank and started offering various banking services such as savings, deposits, loans, and other banking products and services. Bank BPD Bali has also developed its branch network and electronic banking services to improve accessibility and convenience for its customers. Today, Bank BPD Bali continues to play a role in supporting Bali's economic growth and serving the banking needs of the Balinese people. The bank also focuses on developing local economic sectors, including tourism, agriculture, and micro, small, and



medium enterprises (MSMEs). In addition, Bank BPD Bali is also active in social and environmental sustainability programmes to encourage sustainable development in Bali. Bank BPD Bali is committed to providing customer services, complying with applicable banking regulations, and enhancing collaboration and development of internal work teams. As part of BPD Bali, the branch is also involved in various social programmes and activities that benefit the Balinese community.

Bank BPD Bali Renon Branch is one of the largest banks in Bali, which should provide an example of good human resource management for the advancement of management, of course, but from the results of pre-research interviews previously conducted by interviewing ten employees. Several phenomena are related to each employee's low awareness of Organizational Citizenship Behavior. The altruism phenomenon at Bank BPD Bali Renon branch office concerns the problem of low employee awareness in helping each other carry out the tasks assigned by their superiors. Seven of the ten people I interviewed were willing to assist even though it was not their responsibility. They had to be by their fields and were told directly by their superiors. The phenomenon of Conscientiousness, which is still low, is shown by the lack of awareness of being willing to work beyond the time set by the company; only two people stated that they were willing ten people interviewed, the rest were willing if they were given compensation or rewards and even had to be told directly by their superiors. Therefore, Organizational Citizenship Behaviour is necessary at Bank BPD Bali Renon Branch. So, it needs to be researched more deeply.

One of the determinants of OCB is the leadership that exists in an organization. Effective and efficient leadership will be realized if it is carried out based on the functions and goals set. A leader must try to be part of the situation of the group or organization he leads, achieving goals and objectives. Success in achieving organizational goals must be considered and strived to be achieved by a leader because the success or failure of an organization is greatly influenced by the leadership ability of a leader in managing and developing the organization (Suhardoyo, 2022).

Leadership by a responsible individual in an organization is an obligation that is carried out so that all the potential in the organization can be adequately utilized to achieve the expected goals. However, a leader often has personality traits that show grandeur, arrogance, absorption of entitlement and fragile self-esteem. This leadership is commonly referred to as leadership narcissism. It refers to a relatively stable set of traits that include self-love, arrogance, a low view of others, a preoccupation with achieving success, and a desire to gain the admiration of others (Fehn & Schutz, 2020). Narcissism is a personality trait associated with persistent aspirations for power, superiority over others, an unrealistic sense of superiority, a lack of empathy for others, and exploitation for personal goals (Eddy, 2021). The narcissist has an exaggerated sense of importance, expects to find himself different, and thinks that his problems can only be understood by people who are distinguished by their abilities and capabilities. The leadership that responsible individuals have in the organization is an obligation that is carried out so that all the potential in their organization can be adequately utilized to achieve the expected goals. Research (Hadi, 2022) stated that leaders' narcissism is needed to attract the attention of those they lead. Other research (Kim, 2018) In general, individuals who have high narcissistic behaviour will tend to make up for their lack of self-confidence by showing that they are superior to others. In addition, the cognitive element of narcissism will help individuals have high confidence in their abilities, while the motivational element of narcissism will encourage individuals to gain position or authority. Leaders who have a narcissistic leadership style tend to have high self-confidence and the need for recognition of their achievements.

Leaders and organizational members are inseparable in the process of running an organization. The reciprocal exchange between the leader and each of their followers illustrates a two-way and unique relationship, which is often referred to as a dyadic relationship. Understanding the importance of Leader-Member Exchange (LMX) can contribute to the success of organizations in achieving their goals. The quality of the relationship between leaders and subordinates significantly impacts the overall organization (Heriyadi, 2021). The approach used in describing the relationship between employees and



their superiors is described in the Leader-Member Exchange (LMX) theory. In LMX theory, the concept of relational quality includes three dimensions: trust, respect, and obligation. So, in this study, the emphasis is on leader-member exchange, a theory that emphasizes the importance of the relationship between leaders and subordinates in organizations. This theory suggests that a good relationship between leaders and subordinates can influence the behaviour of subordinates in the organization (Leader-Member Exchange/LMX) according to the conditions of this need. Strong Leader-Member Exchange (LMX) quality encourages employees to contribute to the organization through various positive behaviours, such as improved performance quality and actualization of creativity (Satrya, 2020).

This can help create a work environment that is conducive to OCB. In addition, LMX theory also emphasizes the importance of differentiation or grouping subordinates based on their performance. Leaders who pay more attention to high-performing employees can increase employee satisfaction and motivation and increase the likelihood of OCB. In conclusion, LMX theory can play an essential role in mediating the phenomenon of Narcissistic Leadership and OCB by building good relationships between leaders and employees, creating a conducive work environment, and giving more attention to high-performing employees. By understanding the concept of LMX theory, leaders can improve organizational effectiveness and overall company performance.

RESEARCH METHODS

This research is causal associative research using a quantitative approach. The location of this research is Bank BPD Bali Renon Branch Office, with respondents being employees. This place was chosen as the research location because the Bank BPD Renon Branch Office has a phenomenon regarding Organizational Citizenship Behaviour (OCB); besides that, there has been no research on OCB there. The dependent variable in this study is Organizational Citizenship Behaviour. The independent variable in this study is narcissistic leadership. The mediating variable in this study is Leader-Member Exchange. The population in this study is included in the limited population because it has been determined that the population used is employees at Bank BPD Bali Renon Branch Office, totalling 45 people. The sampling technique used in this study is saturated sampling, which is included in non-probability sampling. The population in this study amounted to 45 people, so the sample used was 45 people. The data collection methods used in this study were observation, survey, and structured interviews. This study used a research instrument in the form of a questionnaire. The analysis technique used in this research is measured by the Structural Equation Modeling (SEM) method using Partial Least Square (PLS).

RESULT AND DISCUSSION

The number of respondents in this study was 45 people. This study's respondents are generally described by presenting their characteristics based on gender and education. Table 1 shows that the questionnaire distributed to 45 Bank BPD Bali Renon Branch Office employees was dominated by men with a percentage of 57.78 per cent, and the rest were female respondents.

Table 1 – Characteristics of Respondents

No	Characteristics	Classification	Number (people)	Percentage (%)
1	Gender	Male	26	57.78
		Female	19	42.22
Total			45	100
2	Education	Elementary School	0	0
		Junior High School	0	0
		High School	6	13.33
		Bachelor's Degree	38	84.44
		Master's Degree	1	2.22
Total			45	100

Source: Processed data, 2024.



The measurement model or outer model ensures that the measurements made are valid and reliable. This measurement model uses several evaluations: convergent validity, discriminant validity, and composite reliability tests.

The results of the analysis show that all items from the lower and higher orders have shown a value (outer loading) of more than 0.50. This means that all of these items can be used to measure variables and have met the convergent validity criteria.

Table 2 – Discriminant validity test results with (\sqrt{AVE})

	Narcissistic Leadership	OCB	Leader-Member Exchange
Narcissistic Leadership	0.857		
Organizational Citizenship Behavior	0.667	0.833	
Leader-Member Exchange	0.629	0.871	0.867

Source: Processed data, 2024.

Table 2 shows that the root AVE value for each variable is higher than the correlation value between other variables. This suggests that all variables in this study have fulfilled discriminant validity.

Table 3 – Testing Results Composite reliability

Variables	Composite reliability	Determination	Information
Narcissistic Leadership	0.956	0.70	Reliable
Organizational Citizenship Behavior	0.971	0.70	Reliable
Leader-Member Exchange	0.968	0.70	Reliable

Source: Processed data, 2024.

Table 3 shows that each variable's composite reliability value is > 0.70. This indicates that all variables in this study fulfil the reliability requirements.

Table 4 – R-square

Constructs	R-Square
Leader-Member Exchange	0.782
Organizational Citizenship Behavior	0.395

Source: Processed data, 2024.

Table 4 shows that the R-square value of the Leader-Member Exchange variable is 0.782. It can be interpreted that 78.2 per cent of the variability of the Leader-Member Exchange construct is explained by the independent variables in the model used, while variables outside the model explain the remaining 21.8 per cent. Likewise, the Organizational Citizenship Behaviour variable has an R-square value of 0.395. This means that 39.5 per cent of its variability is explained by the independent variables in the model used, while variables outside the model explain the remaining 60.5 per cent. To measure how well the model produces the observed value and also the parameter estimate, it is necessary to calculate the Q-square (Q2) as follows:

$$Q2 = 1 - (1-R1^2) (1-R2^2) = 0,868$$

The results of this calculation show that the Q2 value is greater than 0 (= 0.868), so it can be interpreted that the model is good because it has a relevant predictive value of 86.8 per cent. This shows that the variation in organizational citizenship behaviour can be explained by the variables used, namely the leader-member exchange and narcissistic leadership variables. In contrast, other variables outside this research model explain as much as 13.2 per cent.

The narcissistic leadership variable has a path coefficient value of 0.197, a t-statistics value of 2.498, and a p-value of 0.013. Because the p-value is less than 0.05 and the t-statistics value is more than 1.96, hypothesis H1 is accepted. This shows that narcissistic



leadership positively and significantly affects Organizational Citizenship Behaviour. The higher the narcissistic leadership, the higher the Organizational Citizenship Behaviour. Previous research by Li et al (2018), Zhu et al (2023), and Fatfouta (2023) also support these findings, showing that there is a positive relationship between narcissistic leadership and OCB. According to these studies, self-monitoring moderates the relationship between perceived leader narcissism and employee OCB, as well as the indirect effect of perceived leader narcissism on employee OCB through stress. Specifically, when the level of self-monitoring is low, there is a positive relationship between perceived leader narcissism and stress, which strengthens the indirect effect of leader narcissism on OCB through stress.

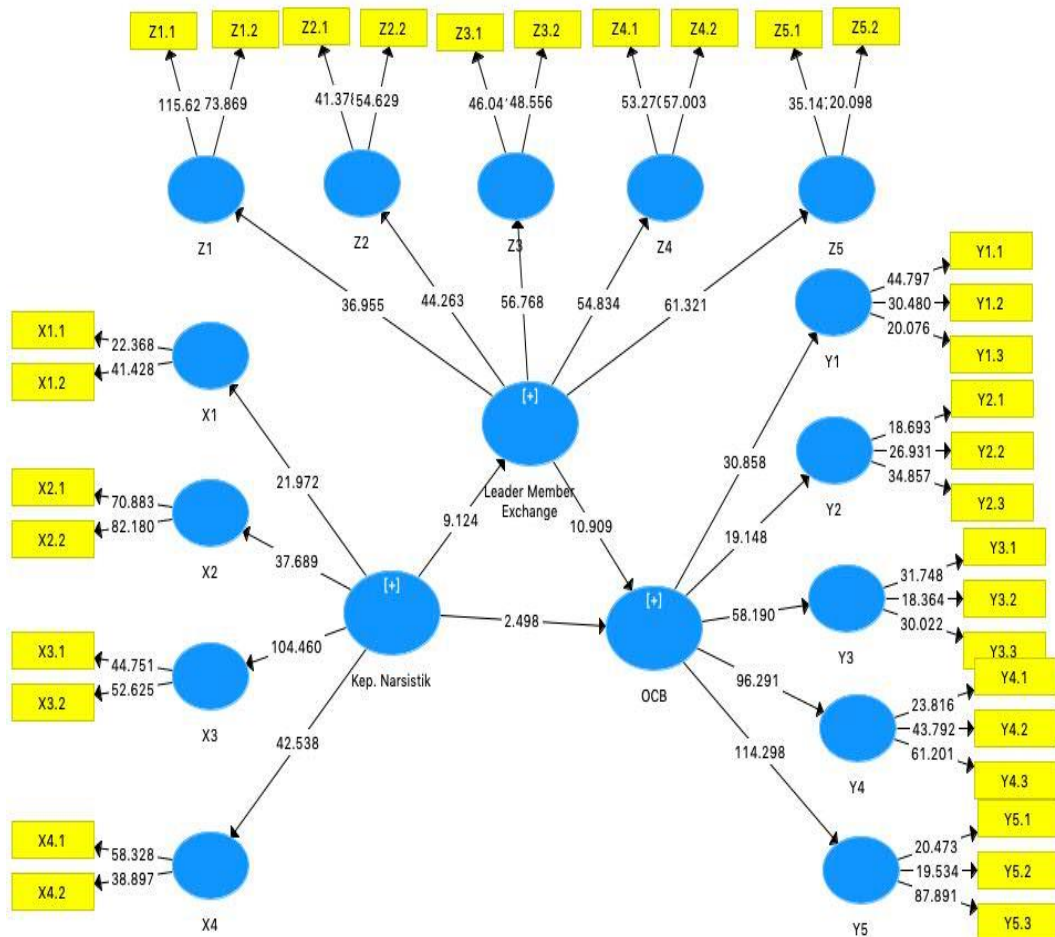


Figure 1 – PLS Analysis Results

Table 5 – Test Results of Direct Influence between Variables

	Path Coefficient	T Statistics (O/STDEV)	P Values	Information
X -> Y	0.197	2.498	0.013	Accepted
X -> Z	0.629	9.124	0.000	Accepted
Z -> Y	0.747	10.909	0.000	Accepted

Source: Processed data, 2024.

In contrast, when the level of self-monitoring is high, perceived leader narcissism has a negative effect on stress, and the indirect effect is weakened. Therefore, employees who have high self-monitoring ability can cope with stress caused by leader narcissism and still contribute positively through OCB. The narcissistic leadership variable has a Path Coefficient value of 0.629, a t-statistics value of 9.124, and a p-value of 0.00. Because the p-value is less than 0.05 and the t-statistics value is more than 1.96, hypothesis H2 is accepted. This shows that narcissistic leadership positively and significantly affects Leader-Member



Exchange. The higher the narcissistic leadership, the higher the member exchange. This finding is consistent with the research of Baars (2015), Liao et al (2019), Treadway et al (2019), and Zhang et al (2022), which showed that narcissistic leaders could affect the quality of the superior-subordinate relationship, namely LMX. Although a leader's narcissism is often associated with lower relationship quality, influential narcissistic leaders can utilize their charisma and self-confidence to build strong relationships with subordinates. The member exchange variable has a Path Coefficient value of 0.747, a t-statistics value of 10.909, and a p-value of 0.00. Because the p-value is less than 0.05 and the t-statistics value is more than 1.96, hypothesis H3 is accepted. This shows that member exchange positively and significantly affects Organizational Citizenship Behaviour. The higher the member exchange, the higher the Organizational Citizenship Behaviour. Previous research by Sa'adah et al (2022), Purwanto (2020), Sheeraz et al (2020), and Che et al (2021) support these findings by showing a positive influence between LMX and OCB. A high LMX reflects a strong and mutually supportive relationship between leaders and subordinates, increasing their motivation to engage in behaviours supporting the organization beyond their formal responsibilities.

Table 6 – Test Results of Indirect Effect Variables

	Path Coefficient	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
X -> Z -> Y	0.47	0.062	7.626	0.000	Accepted

Source: Processed data, 2024.

The analysis of the effect of Narcissistic Leadership on Organizational Citizenship Behaviour through Leader-Member Exchange shows a Path Coefficient value of 0.470 and a p-value of 0.00 greater than 0.05 (p-value α), so H4 is accepted. This shows that the Leader-Member Exchange can mediate the positive and significant effect of Narcissistic Leadership on Organizational Citizenship Behaviour. In determining the mediation effect, this study refers to the stages of mediation testing proposed by Hair et al (2017: 248). The following explanation regarding the effect of mediation is presented in Figure 2.

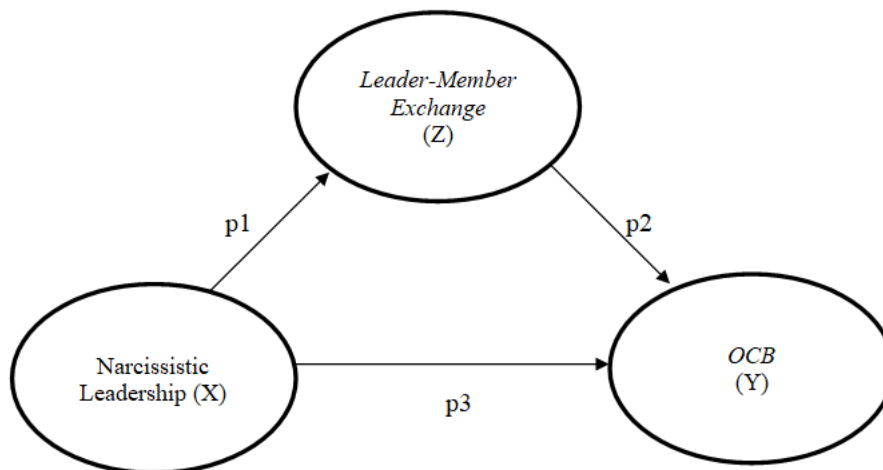


Figure 2 – Test of Mediation Effect: P1 - Direct effect of X to Z; P2 - direct effect of Z to Y; P3 - Direct effect of X to Y

Based on the results of the analysis, it can be seen that the direct effect between Narcissistic Leadership variables on Leader-Member Exchange (X to Z -> P1) has a positive and significant effect (Path Coefficient of 0.629 and p-value of 0.00). Leader-member exchange on Organizational Citizenship Behaviour (Z to Y -> P2) has a positive and significant effect (Path Coefficient of 0.747 and p-value of 0.00). Narcissistic Leadership on Organizational Citizenship Behaviour (X to Y -> P3) has a positive and significant effect (Path Coefficient of 0.197 and p-value of 0.02). These results indicate that Leader-Member



Exchange partially mediates the effect of Narcissistic Leadership on Organizational Citizenship Behaviour (complementary partial mediation) because P1, P2, and P3 are positive and significant. Based on the mediation test results, H4 is accepted. Namely, Leader-Member Exchange can mediate the influence of Narcissistic Leadership on Organizational Citizenship Behaviour. These results are in line with previous research by Brunell & Buelow (2017), Siahaan & Utomo (2022), Utomo & Siahaan (2023), and Wang et al (2021), which found that narcissistic leadership has a positive relationship with OCB when mediated by LMX.

CONCLUSION

Based on the results of research and analysis that have been conducted on the influence of narcissistic leadership on Organizational Citizenship Behaviour (OCB) with Leader-Member Exchange (LMX) as a mediating variable at Bank BPD Bali Renon Branch Office, it can be concluded that several things are as follows: Narcissistic leadership is proven to have a positive and significant influence on Organizational Citizenship Behaviour. This shows that the higher the level of narcissistic leadership possessed by the leader, the higher the level of OCB displayed by employees. Leaders with confidence and a positive view of their abilities can motivate employees to show extra behaviour that supports the organization. Narcissistic leadership also has a positive and significant influence on Leader-Member Exchange. This means that narcissistic leadership can improve the quality of relationships between leaders and their team members. Narcissistic leaders tend to be more active in interacting and supporting their team members, thus increasing trust and mutual respect. Leader-member exchange has a positive and significant effect on Organizational Citizenship Behaviour. The excellent quality of relationships between leaders and team members encourages them to exhibit behaviours beyond their formal duties. This reflects that solid and positive relationships with leaders can increase employee commitment to contribute more to the organization. Leader-member exchange mediates the influence of narcissistic leadership on Organizational Citizenship Behaviour. In other words, narcissistic leadership not only directly affects OCB but also improves the quality of relationships between leaders and team members. This suggests that to maximize OCB, it is essential for leaders to not only rely on their narcissistic leadership qualities but also focus on building good relationships with team members. Based on the above conclusions, the following are some suggestions that can be given. Leaders at Bank BPD Bali Renon Branch Office should continue to develop their leadership qualities by balancing high self-confidence and awareness of the needs and aspirations of team members. Leaders should understand team members' needs and problems and provide constructive solutions. Developing a fair and transparent reward and appreciation program can increase employee motivation to behave proactively and support organizational goals. Rewards can be financial or non-financial, such as public recognition or career development opportunities. Leaders should make regular personal approaches and conduct periodic evaluations to understand the problems and needs of team members.

REFERENCES

1. Andi Tenriawaru, B. W. R. S (2019). Hubungan Antara Kecenderungan Kepribadian Narsistik Dan Financial Literacy Dengan Perilaku Konsumtif Pada Mahasiswa. Hubungan Antara Kecenderungan Kepribadian Narsistik Dan Financial Literacy Dengan Perilaku Konsumtif Pada Mahasiswa, 1–13.
2. Bernerth, J. B (2022). Does the narcissist (and those around him/her) pay a price for being narcissistic? An empirical study of leaders' narcissism and well-being. *Journal of Business Ethics*, 177(3), 533-546.
3. Blau, P (1964). *Exchange and Power in Social Life*. New York: Wiley.
4. Brunell, A. B., & Buelow, M. T (2017). Narcissism and Performance on Behavioral Decision-making Tasks. *Journal of Behavioral Decision Making*, 30(1), 3–14.



5. Buchholz, F., Lopatta, K., & Maas, K (2020). The Deliberate Engagement of Narcissistic CEOs in Earnings Management. *Journal of Business Ethics*, 167(4), 663–686.
6. Carnevale, J. B., Huang, L., & Harms, P. D (2018). Leader consultation mitigates the harmful effects of leader narcissism: A belongingness perspective. *Organizational Behavior and Human Decision Processes*, 146, 76-84.
7. Che, X., Guo, Z., & Chen, Q (2021). The relationship between K-workers' leader-member exchange, Organizational Citizenship Behavior and task performance—evidence from Chinese hospitals. *Frontiers in Psychology*, p. 12, 625584.
8. Cheung, M. F. Y (2013). The mediating role of perceived organizational support in the effects of interpersonal and informational justice on Organizational Citizenship Behaviors. *Leadership and Organization Development Journal*, 34(6), 551–572.
9. Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479–516.
10. Dewi, K. & Riana, I (2019). Pengaruh Motivasi Kerja, Komitmen Organisasional Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior. *Distribusi - Journal of Management and Business*, 7(2), 203–214.
11. Eddy, C. M. (2021). Self-serving social strategies: A systematic review of social cognition in narcissism. *Current Psychology*, pp. 1–19.
12. Erdogan, B., & Bauer, T. N (2015). Leader-Member Exchange Theory. *International Encyclopedia of the Social & Behavioral Sciences: Second Edition*, October 2017, 641–647.
13. Fatfouta, R (2023). Going the extra mile (or not): Facets of narcissism and Organizational Citizenship Behavior. *Personality and Individual Differences*, p. 213, 112318.
14. Fazriyah, M., Hartono, E., & Handayani, R (2019). The Influence of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior. *International Symposium on Social Sciences, Education, and Humanities (ISSEH 2018)*, 306(March), 201–205.
15. Fehn, T., & Schutz, A (2021). What you get is what you see: Other-rated but not self-rated leaders' narcissistic rivalry affects followers negatively. *Journal of Business Ethics*, 174(3), 549-566.
16. Ghozali, I (2016). Aplikasi Analisis Multivariate dengan Program SPSS. Universitas Diponegoro.
17. Grijalva, E., Harms, P. D., Newman, D. A., Gaddis, B. H., & Fraley, R. C (2015). Narcissism and Leadership: A Meta-Analytic Review of Linear and Nonlinear Relationships. *Personnel Psychology*, 68(1), 1–47.
18. Hadi, R. T (2022). Revitalisasi Teori Perilaku Kepemimpinan Karismatik dalam Pengaturan Manajemen Organisasi. *Jurnal Manajemen Dakwah*, 5(2), 25–37.
19. Hair, J., Hult, G., Ringle, C., & Sarstedt, M (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) (Second Edition)*. SAGE.
20. Hasan Azhar, Andriani Melly, & Likdanawati (2021). Pengaruh Leader Member Exchange Kepuasan Kerja Dan Karakteristik Individu Terhadap Kinerja Pegawai Pada Puskesmas Banda Sakti Lhokseumawe. *Jurnal Visioner & Strategis*, 10(September), 17–26.
21. Heriyadi (2021). The Impact of Leader-Member Exchange on the Organization. *Civil Service*, 15(1), 25–35.
22. Hidayat, T., & Sukardi (2019). Pengaruh Kepuasan Kerja, Komitmen Organisasi Dan Budaya Organisasi Terhadap Organizational Citizenship Behavior Pada Pt. Telkom Indonesia Yogyakarta. *Jurnal Fokus*, 9(September), 241–254.
23. Iskandar, I., Hutagalung, D. J., & Adawiyah, R (2019). The Effect of Job Satisfaction and Organizational Commitment Towards Organizational Citizenship Behavior (OCB): A Case Study on Employees of Local Water Company "Tirta Mahakam" Kutai Kartanegara Indonesia. *Jurnal Ekonomi Bisnis Dan Kewirausahaan*, 8(3), 236.
24. Janssen, O., & Van Yperen, N. W (2004). Employees' Goal Orientations, the Quality of Leader-Member Exchange, and the Outcomes of Job Performance and Job Satisfaction. *Academy of Management Journal*, 47(3), 368–384.



25. Jufrizen, J., & Hutasuhut, M. R (2022). The Role of Mediation Behavior Organizational Citizenship on the Effect of Work Motivation and Job Satisfaction on Employee Performance. *Journal of International Conference Proceedings*, 5(2), 162–183.
26. Jufrizen, J., Farisi, S., Azhar, M. E., & Daulay, R (2020). Model Empiris Organizational Citizenship Behavior Dan Kinerja Dosen Perguruan Tinggi Swasta Di Medan. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 4(2), 145–165.
27. Kim, B. H (2018). Is narcissism sustainable in CEO leadership of state-owned enterprises? *Sustainability (Switzerland)*, 10(7), 0–13.
28. Lee, A., Thomas, G., Martin, R., Guillaume, Y., & Marstand, A. F (2019). Beyond relationship quality: The role of leader-member exchange importance in leader-follower dyads. *Journal of Occupational and Organizational Psychology*, 92(4), 736-763.
29. Li, M., Ye, H., & Zhang, G (2018). How do employees react to a narcissistic leader? The role of work stress in the relationship between perceived leader narcissism and employees' Organizational Citizenship Behaviors to supervisor. *International Journal of Mental Health Promotion*, 20(3), 83–97.
30. Liao, S., Van der Heijden, B., Liu, Y., Zhou, X., & Guo, Z (2019). The effects of perceived leader narcissism on employee proactive behaviour: examining the moderating roles of LMX quality and leader identification. *Sustainability*, 11(23), 6597.
31. Liao, S., Zhou, X., Guo, Z., & Li, Z (2019). How leader narcissism influences employee voice: The attribution of impression management and leader-member exchange. *International journal of environmental research and public health*, 16(10), 1819.
32. Liden, R. C., & Maslyn, J. M (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of Management*, 24(1), 43–72.
33. Liu, D., Zhu, T., Huang, X., Wang, M., & Huang, M (2021). Narcissism and Entrepreneurship: A Systematic Review and an Agenda for Future Research. *Frontiers in Psychology*, 12(April).
34. Macenczak, L. A., Campbell, S., Henley, A. B., & Campbell, W. K (2016). Direct and interactive effects of narcissism and power on overconfidence. *Personality and Individual Differences*, pp. 91, 113–122.
35. Mahayasa, I. G. A., Sintaasih, D. K., & Putra, M. S (2018). Pengaruh Kepuasan Kerja dan Budaya Organisasi Terhadap Komitmen Organisasional dan Organizational Citizenship Behavior Perawat. *Matrik: Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 12(1), 71–76.
36. Maulana, R. I (2020). Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior PT Sinergi. *Jurnal Ecodemica: Jurnal Ekonomi, Manajemen, Dan Bisnis*, 4(2), 251–263.
37. Maulana, Roby I (2020). Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior PT Sinergi. *Jurnal Ecodemica*, 4(2), 251-263.
38. Organ, D. W., Podsakoff, P., & MacKenzie, S (2006). *Organization citizenship behaviour: Its nature, antecedents and consequences*. Thousand Oaks: Sage Publication.
39. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G (2000). Organizational Citizenship Behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563.
40. Purwanto, A (2020). Effect of Knowledge Sharing and Leader-Member Exchange (LMX) and Organizational Citizenship Behavior (OCB) to Indonesian Lecturers' Performance. *Sys Rev Pharm*, 11(9), 972–981.
41. Rahman, H., & Amalia, S (2020). Narcissism, Entrepreneurial Learning and Entrepreneurial Failure Perilaku Narsis, Pembelajaran Kewirausahaan dan Kegagalan dalam Berwirausaha. *Jurnal Dinamika Manajemen*, 11(2), 139–153.
42. Rasydan Abdullah, M., Marican, S., & Liyana Mohd Kamil, N (2019). The Antecedents of Organizational Citizenship Behavior: A Conceptual Framework. *Journal of Advanced Research in Social and Behavioral Sciences Journal Homepage*, 15(1), 1–14.
43. Rush, M. C., Thomas, J. C., & Lord, R. G (1977). Implicit leadership theory: A potential threat to the internal validity of leader behaviour questionnaires. *Organizational Behavior*



- and Human Performance, 20(1), 93–110.
44. Sa'adah, N., & Rijanti, T (2022). The role of knowledge sharing, leader-member exchange (LMX) on Organizational Citizenship Behavior and employee performance: an empirical study on public health center of pati 1, pati 2 and tranquil in central java. *International Journal of Social and Management Studies*, 3(1), 112-131.
 45. Sari, E., Anggraini, D. K., & Dharmawan, Y. Y (2021). Pengaruh Kepemimpinan, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) Pegawai Kantor Pertanahan Kabupaten Lampung Timur. *Visionist*, 10(1), 20.
 46. Satrya, M. F. S. dan A (2020). Efek mediasi LMX, motivasi intrinsi dan pemberdayaan psikologis pada ethical leadership terhadap kreativitas ASN. <https://Medium.Com/>, 10(1), 45–64.
 47. Sheeraz, M. I., Ahmad, U. N. U., Ishaq, M. I., & Nor, K. M (2020). Moderating role of leader-member exchange between the relationship of organizational justice and Organizational Citizenship Behavior. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 14(3), 635-660.
 48. Shofiyuddin, M., Pekalongan, U., Khotimah, N., Batang, S., & Tengah, J (2021). The Effect Of Transformational Leadership, Job Satisfaction, And Organizational Commitments Toward Organizational Citizenship Behavior Of Indonesian Senior High School Teachers. *Ilköğretim Online*, 20(3), 177–185.
 49. Shurden, S., & Shurden, M (2019). A study of the differences in perception among genders regarding the effect of narcissistic leadership on employee job satisfaction in the accounting profession. *Global Journal of Accounting & Finance (GJAF)*, 3(1).
 50. Siahaan, A. B., & Utomo, K. W (2022). How Do Narcissistic Leaders Relate To Employee Organization Citizen Behavior (Leader Member Exchange As a Mediation Variable). *Dinasti International Journal of Education Management And Social Science*, 3(6), 812-828.
 51. Solimun, Fernandes, A. A. R., & Nurjannah (2017). *Pemodelan Persamaan Struktural (SEM) Pendekatan Warp PLS*. UB Press.
 52. Sugiyono (2017). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Alfabeta.
 53. Sugiyono (2019). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: PT Alfabet. Alfabeta.
 54. Sugiyono (2019). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: PT Alfabet. Alfabeta.
 55. Suhardi, I. A. B. R., Wasiman, I. B. U. P., & Ida Bagus Cempena, I. S (2022). Impact of Team Member Exchange and Servant Leadership on Employee Performance with Organizational Citizenship Behavior. *Journal of Hunan University Natural Sciences*, 49(5).
 56. Suhardoyo, S (2022). The narcissistic leadership style perspective includes factors, roles and influences in the organization. *Jurnal Pendidikan, Sains Sosial, Dan Agama*, 8(2), 449–462.
 57. Suryanatha, A. A. N. B., Sudibya, I. G. A., & Riana, I. G (2016). Prediktor Organizational Citizenship Behavior Karyawan Di the Breezes Bali Resort & Spa Seminyak. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 5(12), 4083–4114.
 58. Tamunomiebi, & Onah, G (2019). Organizational Citizenship Behavior: a Critical Review of Its Development in a Diversity Driven Workplace. *The Strategic Journal of Business and Change Management*, 6(1), 41–60.
 59. Tannenbaum, R. & Schmidt, W, How to Choose a Leadership Pattern, *Harvard Business Review* May-June 1973.
 60. Ticoalu, L. K (2015). Organizational Citizenship Behavior (OCB) Dan Komitmen Organisasi Pengaruhnya Terhadap Kinerja Karyawan. *Aging*, 7(11), 782–790.
 61. Tran, D. T., Lee, L. Y., Nguyen, P. T., & Srisittirakul, W (2020). How leader characteristics and Leader Member Exchange lead to social capital and job performance. *Journal of Asian Finance, Economics and Business*, 7(1), 269-278.
 62. Treadway, D. C., Yang, J., Bentley, J. R., Williams, L. V., & Reeves, M (2019). The



- impact of follower narcissism and LMX perceptions on feeling envied and job performance. *The International Journal of Human Resource Management*, 30(7), 1181-1202.
63. Utomo, K. W., & Siahaan, A. B (2023). Leader Member Exchange Mediates the Relationship between Political Skills and Narcissistic Leadership with Organizational Citizen Behavior. *Fokus Bisnis Media Pengkajian Manajemen dan Akuntansi*, 22(1), 33-51.
 64. Veronika, T., & Prihatsanti, U (2017). Hubungan Antara Leader Member Exchange Dengan Kesiapan Untuk Berubah Pada Pegawai Universitas Tidar Di Magelang. *Jurnal EMPATI*, 6(1), 407–410.
 65. Wang, H., Liu, G., Wang, M., & Dong, Y (2021). Leader narcissism and employee Organizational Citizenship Behavior directed toward the leader: roles of perceived insider status and need for self-esteem—frontiers in psychology, 12, 747330.
 66. Wang, H., Han, X., & Li, J (2021). Supervisor narcissism and employee performance: A moderated mediation model of affective organizational commitment and power distance orientation. *Basic and Applied Social Psychology*, 43(1), 14-29.
 67. Wang, L., Chu, X., & Ni, J (2010). Leader-member exchange and Organizational Citizenship Behavior: A new perspective from perceived insider status and Chinese traditionality. *Frontiers of Business Research in China*, 4(1), 148–169.
 68. Watoni, M. H (2020). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (OCB) (Study pada Rumah Sakit PKU Muhammadiyah Yogyakarta). *Jurnal Doktor Manajemen (JDM)*, 2(1), 181.
 69. Watoni, M. H., & Suyono, J (2019). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (OCB) (Study pada Rumah Sakit PKU Muhammadiyah Yogyakarta). *Jurnal Doktor Manajemen (JDM)*, 2(2), 181–193.
 70. Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E (2002). The role of fair treatment and rewards in perceptions of organizational support and leader-member exchange. *Journal of Applied Psychology*, 87(3), 590–598.
 71. Weng, B., Su, Y., & Zhang, C (2018). A Review at the Influence of Founders' Narcissism on Enterprise Transformation Performance. *Journal of Service Science and Management*, 11(01), 142–160.
 72. Yamin, Bun (2024). The Effect of Narcissistic Leadership Style, Perceived Organizational Support and Employee Diligence on Employee Performance with Work Engagement as a Mediating Variable in Village Government. *Migration Letters*, 21(5), 611-622.
 73. Zabihi, M., Hashemzahi, R., & Tabrizi, K. G (2012). Impacts of transactional and transformational leaderships upon Organizational Citizenship Behavior. *World Applied Sciences Journal*, 16(8), 1176–1182.
 74. Zhan, X., & Jie, Y (2023). Positive Effect of Narcissism on Employees' Whistleblowing: The Role of Felt Accountability and Ethical Environment. *Psychology Research and Behavior Management*, 5225-5235.
 75. Zhang, L., Lou, M., & Guan, H (2022). How and when perceived leader narcissism impacts employee voice behavior: a social exchange perspective. *Journal of Management & Organization*, 28(1), 77-98.
 76. Zhu, Y., Zhang, Y., Qin, F., & Li, Y (2023). The Relationships of Leaders' Narcissistic Admiration and Rivalry with Nurses' Organizational Citizenship Behavior towards Leaders: A Cross-Sectional Survey. *Journal of Nursing Management*, 2023.
 77. Zulfiqar, S., & Khan, M. S (2021). Organizational identification and knowledge sharing behavior: Mediating role of Organizational Citizenship Behavior and moderating role of collectivism and leader–member exchange. *Knowledge and Process Management*, 28(4), 388-398.