

Peran *Authentic Leadership* terhadap *Organizational Belonging* melalui Mediasi *Psychological Empowerment*

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Abstract. *This study aims to examine the role of authentic leadership on organizational belonging with psychological empowerment as a mediating variable. The research employed a quantitative approach involving 137 employees selected through purposive sampling. The instruments used included the Authentic Leadership Questionnaire (ALQ), the Psychological Empowerment Scale, and the Organizational Belonging Scale. Data analysis was conducted using PROCESS Macro Model 4 by Hayes (2018) to test the mediation model. The results showed that authentic leadership had a significant effect on organizational belonging, both directly ($\beta = 0.4791$; CI: 0.3426–0.6157) and indirectly through the mediation of psychological empowerment ($\beta = 0.1880$; CI: 0.2983–0.928). The total effect of authentic leadership on organizational belonging was ($\beta = 0.6671$; CI: 0.5259–0.8083). In addition, it was found that psychological empowerment also had a significant influence on organizational belonging ($\beta = 0.789$; CI: 0.547–1.03). These findings indicate that psychological empowerment serves as a partial mediator between authentic leadership and organizational belonging. Psychological empowerment explains a portion of the effect of authentic leadership on organizational belonging. Additionally, authentic leadership independently exerts a direct effect on organizational belonging. These results highlight the importance of developing both authentic leadership and psychological empowerment in fostering a strong sense of organizational belonging in the workplace.*

Abstrak. Penelitian ini bertujuan untuk menguji peran *authentic leadership* terhadap *organizational belonging* dengan *psychological empowerment* sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif dengan partisipan sebanyak 137 karyawan yang dipilih melalui teknik *purposive sampling*. Instrumen yang digunakan meliputi *Authentic Leadership Questionnaire (ALQ)*, *Psychological Empowerment Scale*, dan *Organizational Belonging Scale*. Analisis data dilakukan menggunakan PROCESS Macro Model 4 dari Hayes (2018) untuk menguji model mediasi. Hasil penelitian menunjukkan bahwa *authentic leadership* berpengaruh secara signifikan terhadap *organizational belonging*, baik secara langsung ($\beta = 0,4791$; CI: 0,3426–0,6157) maupun tidak langsung melalui mediasi *psychological empowerment* ($\beta = 0,1880$; CI: 0,2983–0,928). Efek total hubungan antara *authentic leadership* terhadap *organizational belonging* tercatat sebesar ($\beta = 0,6671$; CI: 0,5259–0,8083). Selain itu, ditemukan bahwa *psychological empowerment* juga berpengaruh secara signifikan terhadap *organizational belonging* ($\beta = 0,789$; CI: 0,547–1,03). Temuan ini menunjukkan bahwa *psychological empowerment* menjadi mediator parsial antara *authentic leadership* terhadap *organizational belonging*. *Psychological empowerment* menjelaskan sebagian efek dari *authentic leadership* terhadap *organizational belonging*. Selain itu *authentic leadership* dapat berdiri sendiri memberikan efek langsung terhadap *organizational belonging*. Hasil ini menekankan pentingnya pengembangan *authentic leadership* dan *psychological empowerment* dalam menciptakan *organizational belonging* yang kuat di lingkungan kerja

Kata Kunci: *Authentic Leadership*, *Psychological Capital*, dan *Organizational Belonging*