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Kemunculan Pemimpin Pro-Sosial Melalui Lensa Distal-Proksimal: Integrasi Teori Perilaku Terencana dan Teori Penalaran Perilaku
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INTISARI

Kebutuhan akan pemimpin pro-sosial terus meningkat, tetapi proses kemunculannya masih menjadi *black box* dalam literatur kepemimpinan. Akibatnya, organisasi sering kali menempatkan individu pada posisi kepemimpinan tanpa memastikan kesiapan psikologisnya, sehingga memunculkan fenomena *leader not leading*. Penelitian terdahulu umumnya berfokus pada identifikasi karakteristik pemimpin tanpa menjelaskan bagaimana proses psikologis internal mentransformasikan karakteristik tersebut menjadi perilaku kepemimpinan. Penelitian ini bertujuan menjelaskan proses kemunculan pemimpin pro-sosial dalam konteks kepemimpinan akademik di perguruan tinggi Indonesia melalui integrasi Teori Perilaku Terencana (*Theory of Planned Behavior*/TPB) dan Teori Penalaran Perilaku (*Theory of Reasoned Behavior*/TBR) dalam kerangka distal–proksimal. Penelitian menggunakan pendekatan simple mixed methods dengan melibatkan 466 pemimpin akademik sebagai responden. Data kuantitatif dianalisis menggunakan *Partial Least Squares Structural Equation Modeling* (PLS-SEM), sedangkan data kualitatif dari pertanyaan terbuka dianalisis menggunakan ATLAS.ti untuk memperdalam interpretasi temuan. Hasil penelitian menunjukkan bahwa pengaruh sifat disposisional bersifat selektif dan kontekstual; hanya kecerdasan emosional dan narsisme adaptif yang berperan pada tataran distal. Pada tataran proksimal, identitas pemimpin terbukti memediasi secara penuh hubungan antara motivasi dan kemunculan perilaku kepemimpinan, sedangkan kekhawatiran berperan sebagai penyaring psikologis yang menentukan realisasi tindakan. Temuan juga mengungkap dua jalur kemunculan kepemimpinan, yaitu jalur berbasis nilai ketika motif pro-sosial mendorong tindakan secara langsung dan jalur berbasis identitas ketika individu memerlukan penguatan identitas sebelum perilaku kepemimpinan muncul secara konsisten. Penelitian ini menawarkan kontribusi berupa pemodelan kemunculan pemimpin pro-sosial sebagai proses psikologis bertahap yang terkondisikan melalui dua jalur, yaitu jalur berbasis nilai dan jalur berbasis identitas. Temuan ini menegaskan pentingnya pengembangan kepemimpinan yang mempertimbangkan pembentukan nilai, motivasi, dan identitas pro-sosial sebagai fondasi bagi kemunculan kepemimpinan yang berkelanjutan dalam pendidikan tinggi.

Kata Kunci: kemunculan pemimpin pro-sosial, proses psikodinamis, motivasi kepemimpinan, identitas pemimpin, kekhawatiran kepemimpinan, kepemimpinan akademik, model distal-proksimal

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ABSTRACT

The growing demand for prosocial leaders has not been accompanied by a clear understanding of how such leaders emerge, leaving the emergence process as a black box in the leadership literature. As a result, organizations often assign individuals to leadership positions without adequately considering their psychological readiness, giving rise to the leader not leading phenomenon. Previous studies have primarily focused on identifying leadership characteristics rather than explaining how internal psychological processes transform those characteristics into actual leadership behavior. This study addresses this gap by examining the emergence of prosocial leaders in the context of academic leadership in Indonesian higher education through the integration of the Theory of Planned Behavior (TPB) and the Theory of Reasoned Behavior (TBR) within a distal–proximal framework. A simple mixed-methods approach was employed, involving 466 academic leaders as survey respondents. Quantitative data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), while qualitative data from open-ended questions were analyzed using ATLAS.ti to enrich the interpretation of the findings. The results indicate that dispositional traits operate selectively and contextually, with only emotional intelligence and adaptive narcissism demonstrating significant effects at the distal level. At the proximal level, leader identity fully mediates the relationship between motivation and the emergence of leadership behavior, whereas leadership concerns function as a psychological filter that determines whether leadership actions are ultimately enacted. The findings also reveal two distinct pathways of leadership emergence: a value-based pathway, in which internalized prosocial motives directly drive leadership behavior, and an identity-based pathway, in which individuals require identity reinforcement before leadership behavior can emerge consistently. This study contributes to the literature by proposing a model of prosocial leader emergence as a conditional and stage-based psychological process that operates through dual pathways involving values and identity. Practically, the findings highlight the importance of leadership development strategies that emphasize the cultivation of prosocial values, motivation, and leader identity as foundations for sustainable leadership in higher education.

Keywords: *prosocial leader emergence*, psychodynamic process, leadership motivation, *leader identity*, leadership concerns, academic leadership, distal–proximal model