

**PENGARUH KEPEMIMPINAN ETIS TERHADAP PERILAKU  
KEWARGAAN ORGANISASIONAL: PERAN PEMBERDAYAAN  
PSIKOLOGIS SEBAGAI PEMEDIASI DAN KELELAHAN EMOSIONAL  
SEBAGAI PEMODERASI**

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**Intisari**

Penelitian empiris terbaru mengemukakan bahwa kesuksesan organisasi tidak hanya diukur oleh kinerja dalam peran namun juga kinerja ekstra peran seperti perilaku kewargaan organisasional. Kepemimpinan etis akhir-akhir ini dianggap sebagai prediktor kuat munculnya sikap dan perilaku moral positif karyawan berupa perilaku kewargaan organisasional. Pentingnya peran kepemimpinan etis dalam mendukung kesuksesan karyawan dan organisasi sudah banyak dibahas oleh banyak peneliti sejak tahun 2000, namun mekanisme yang mendasari hubungan antara kepemimpinan etis dan perilaku kewargaan organisasional karyawan masih sedikit dan belum jelas. Sehingga untuk lebih menjelaskan kesenjangan tersebut, penelitian ini bertujuan untuk menganalisis dan menguji peran mediasi pemberdayaan psikologis dan peran pemoderasi kelelahan emosional dalam hubungan antara kepemimpinan etis dan perilaku kewargaan organisasional.

Sampel penelitian sejumlah 149 responden dipilih dengan metode *non-probability sampling*, dengan kriteria khusus yaitu pekerja garis depan di sektor pelayanan kesehatan dan telah berinteraksi dengan pemimpin selama 2 tahun. Dengan metode analisis data *Structural Equation Modelling* berbasis *Partial Least Square*, dari ketiga hipotesis dua hipotesis didukung dan satu hipotesis didukung secara parsial. Kepemimpinan etis berpengaruh positif dan signifikan terhadap perilaku kewargaan organisasional. Sedangkan pemberdayaan psikologis memediasi secara parsial pengaruh kepemimpinan etis terhadap perilaku kewargaan organisasional. Dan ternyata, kelelahan emosional terbukti memoderasi secara negatif dan signifikan pengaruh kepemimpinan etis terhadap pemberdayaan psikologis. Secara teoritis, penelitian ini berkontribusi dalam menjelaskan mekanisme psikologis hubungan antara kepemimpinan etis dan perilaku kewargaan organisasional dengan memasukkan variabel motivasional aktif berupa pemberdayaan psikologis yang belum banyak dibahas di kajian literatur sebelumnya. Penelitian di masa yang akan datang diharapkan mempertimbangkan penggunaan data longitudinal dan mengembangkan model lain melalui variasi sampel penelitian.

Kata kunci: Kepemimpinan Etis, Perilaku Kewargaan Organisasional, Pemberdayaan Psikologis, Kelelahan Emosional, Pekerja Garis Depan, Pelayanan Kesehatan

**EFFECT OF ETHICAL LEADERSHIP TO ORGANIZATIONAL  
CITIZENSHIP BEHAVIOR: THE ROLE OF PSYCHOLOGICAL  
EMPOWERMENT AS MEDIATOR AND EMOTIONAL EXHAUSTION  
AS MODERATOR**

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**Abstract**

Recent empirical research suggests that an organization's success is not only measured by the performance in the role, but also the extra performance such as the role of organizational citizenship behavior. Ethical leadership lately considered a strong predictor of the emergence of positive attitudes and moral behavior of the employees in the form of citizenship behavior organizational. The importance of ethical leadership role in supporting the success of the employee and the organization has been much discussed by many researchers since 2000, but the mechanisms underlying the relationship between ethical leadership and organizational citizenship behavior of employees are still few and unclear. So as to better explain the gap, This research is subject to to analyze and test the mediating role of psychological empowerment and the moderating role of emotional exhaustion in the relationship between ethical leadership and organizational citizenship behavior.

The research sample number of 149 respondents were selected by non-probability sampling method, with specific criteria that front-line workers in the health care sector and has interacted with the leader for 2 years. With a data analysis method based Structural Equation Modeling Partial Least Square, of the three hypotheses two hypotheses are supported and one hypothesis is supported partially. Ethical leadership has positive and significant impact to organizational citizenship behavior. While the psychological empowerment partially mediates the effect of ethical leadership on organizational citizenship behavior. And in fact, proved to moderate the emotional exhaustion in a negative and significant effect on the psychological empowerment of ethical leadership. Theoretically, This research contributes to the psychological mechanisms which describes relationship between ethical leadership and organizational citizenship behavior by incorporating active motivational variables in the form of psychological empowerment that has not been widely discussed in the literature review previously. Research in the future is expected to consider the use of longitudinal data and develop other models through a variety of research samples.

**Keywords:** Ethical Leadership, Organizational Citizenship Behavior, Psychological Empowerment, Emotional Exhaustion, Front Line Workers, Health Services