

THE INFLUENCE OF NARCISSISTIC LEADERSHIP, BURNOUT AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

Nurmaliah¹, Kabul Wahyu Utomo², Wenda Wahyu Christiyanto³

¹²³Management Study Program, Faculty of Economics and Business,
Open University, Indonesia

**Email: malianurmaliah@gmail.com*

ABSTRACT

This study aims to determine the effect of narcissistic leadership on organizational citizenship behaviour (OCB) mediated by burnout and job satisfaction. This research is a quantitative approach with causality analysis. Data were collected using a questionnaire developed based on a five point Likert scale. Questionnaires were distributed to 305 civil servants of the Directorate General of Islamic Community Guidance Ministry of Religious Affairs of the Republic of Indonesia. A total of 178 questionnaires were returned and deemed eligible for analysis, resulting in a response rate of 58.36%. The data were analyzed using the SEM-PLS method with the help of SmartPLS 4 software. The results showed that narcissistic leadership has a positive and significant effect on OCB and burnout, while having a negative and significant effect on job satisfaction. Burnout has a negative and significant effect on job satisfaction and OCB. Furthermore, job satisfaction has a positive and significant effect on OCB. Burnout partially mediates the relationship between narcissistic leadership and OCB, as well as the relationship between narcissistic leadership and job satisfaction. In addition, job satisfaction partially mediates the relationship between burnout and OCB and the relationship between narcissistic leadership and OCB.

Keywords: burnout; job satisfaction; narcissistic leadership; organizational citizenship behaviour

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan narsistik terhadap *organizational citizenship behaviour* (OCB) yang dimediasi oleh burnout dan kepuasan kerja. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan analisis kausalitas. Instrumen penelitian yang digunakan adalah kuesioner yang disusun dengan skala Likert lima poin. Kuesioner disebarikan kepada 305 ASN Direktorat Jenderal Bimbingan Masyarakat Islam Kementerian Agama Republik Indonesia. Sebanyak 178 kuesioner kembali dan layak diolah sebagai data penelitian dengan tingkat respons sebesar 58,36%. Data dianalisis menggunakan metode SEM-PLS dengan bantuan perangkat lunak SmartPLS 4. Hasil penelitian menunjukkan bahwa kepemimpinan narsistik berpengaruh positif dan signifikan terhadap OCB dan burnout, serta berpengaruh negatif dan signifikan terhadap kepuasan kerja. Burnout berpengaruh negatif dan signifikan terhadap kepuasan kerja maupun OCB. Kepuasan kerja berpengaruh positif dan signifikan terhadap OCB. Burnout mampu memediasi secara parsial hubungan antara kepemimpinan narsistik dan OCB serta hubungan antara kepemimpinan narsistik dan kepuasan kerja. Kepuasan kerja juga mampu memediasi secara parsial hubungan antara burnout dan OCB serta hubungan antara kepemimpinan narsistik dan OCB.

Kata Kunci: *burnout; kepemimpinan narsistik; kepuasan kerja; organizational citizenship behaviour*

INTRODUCTION

Organizational citizenship behavior (OCB) is a voluntary work behavior carried out by employees outside of formal obligations to support the effectiveness of the organization (Kreitner & Kinicki, 2014). These behaviors include a willingness to help coworkers, maintain harmonious relationships, and contribute positively without expecting additional compensation (Kusumajati, 2014). According to Borman and Motowidlo (1997), OCB is included in the *Contextual Performance* that complements *Task Performance* in shaping the performance of employees as a whole. The relevance of OCB continues to grow in the study of modern organizational behavior because it has been proven to strengthen organizational effectiveness and success (Mardikaningsih & Sinambela, 2022; Neves, *et al.*, 2024; Yusuf & Darmawan, 2024). In the context of the public sector, the quality of services that are in direct contact with the community makes the behavior of OCB employees a

strategic aspect that cannot be ignored (Ariyanti & Sawitri, 2023).

This research was carried out at the Directorate General of Islamic Community Guidance of the Ministry of Religion of the Republic of Indonesia (Ditjen Bimas Islam Kemenag RI) which is tasked with formulating and implementing policies in the field of Islamic community guidance, including marriage services, family guidance, religious counseling, and the management of zakat and waqf (Regulation of the Minister of Religion, 2024). The data of Islamic Guidance in Figures for 2024 notes that the Directorate General of Islamic Guidance of the Ministry of Religion of the Republic of Indonesia is supported by 305 civil servants spread across various work units with uneven distribution. This condition has the potential to cause differences in workload intensity between units, as reflected in program achievement data for 2022–2024 which shows a significant increase in certain services such as marriage guidance and zakat villages, while on the other hand there is a decrease in book assistance, taklim council assistance, the number of marriage events, and non-tax state revenue for marriage or referral services (PNBP-NR). Hermawan, Kirana, & Wiyono (2022) stated that the decline in the achievement of such services indicates workload pressure and limited distribution of human resources which have implications for the behavior of employee organizations, including OCB. The results of the institutional evaluation of the Ministry of PANRB in 2024 show that the Ministry of Religion obtained a good category with a P-4 composite index, but these formal indicators have not fully measured positive work behaviors such as OCB which are voluntary and are not always reflected in the standard evaluation system.

Various psychological and leadership factors have been shown to influence the appearance of OCB behavior. One of the main factors of concern is narcissistic leadership, which is a leadership style characterized by dominance in decision-making, an excessive need for praise and recognition, a tendency to use subordinates for personal image, and a lack of empathy for the condition of employees (Raskin & Terry, 1988). Robbins & Judge (2017) explains that the negative side of leadership like this can affect behavior in the organization at large. Hadiansyah & Akbar (2025) emphasized that leadership style has real potential in influencing the psychological condition of employees. Stuart O'Neill *et al.*, (2025) adds that certain work environments can actually form a culture of narcissistic leadership, which ultimately negatively impacts employee relationships and engagement in the organization.

Research Fang *et al.*, (2024) and Money, *et al.*, (2021) prove that narcissistic leadership negatively impacts OCB, even though Beni, *et al.*, (2024) find a positive influence. The inconsistency of these findings shows that the relationship between narcissistic leadership and OCB is complex and contextual, so it needs to be studied more deeply, especially in public organizations in Indonesia which have been under-researched compared to the context of non-governmental organizations (Chen *et al.*, 2023; Rani, 2021).

In addition to leadership, burnout being another important variable that affects OCB. Burnout is a condition of prolonged emotional exhaustion, depersonalization, and a decrease in personal sense of accomplishment due to an imbalance between work demands and employee capacity (Kurniawati, *et al.*, 2023; Maslach & Leiter, 1997). Maslach & Leiter in Lase & Mary (2025) emphasized that work pressure can trigger emotional fatigue that suppresses employee involvement in OCB. Research Stuttgart *et al.*, (2023), Harjanti & Charistianity (2024), Yosalinata *et al.*, (2025), Torlak *et al.*, (2020), and Ji *et al.*, (2025) consistently found that burnout has a negative effect on OCB, even though Oyun (2022) find positive influences in the context of the private sector. Praniti *et al.*, (2024) reveals that burnout increase in line with high work demands and time pressure on government agencies, while Lase & Mary (2025) Describing a similar phenomenon in young employees in the local government sector. This condition is very relevant for employees of the Directorate General of Islamic Guidance of the Ministry of Religion of the Republic of Indonesia who face complex religious service dynamics.

Job satisfaction also plays a role as a factor that affects OCB. Az-Zahroh *et al.*, (2023) view job satisfaction as one of the indicators of leadership success. Torlak *et al.*, (2020), Oyun (2022), and Saputra *et al.*, (2021) prove the positive influence of job satisfaction on OCB, while Prameswari & Mulyana (2022) find insignificant influence. Narcissistic leadership has been shown to reduce job satisfaction through arrogance and lack of empathy for leaders (Grzesiak, 2022; Yousif & Loukil, 2022), although Böhm & Blickle (2024) and Farooq *et al.*, (2023) demonstrate the possibility of positive influence through the charisma of leaders. On the other hand, burnout also interacts with job satisfaction negatively as shown by Lidya & Afriyeni (2025), Ocansey & Nertey (2024), Ahmed & Prativa (2024), and Justina, T.J., & Tecoalu (2022), although Julianti & Mardianty (2024) finding a positive influence in the banking sector. Zhao & Wang (2025) further found that narcissistic leadership can decrease job satisfaction through increased burnout, while Harun, Çetin, & Basım (2011) shows that burnout affect OCB partially through job satisfaction.

Based on the overall study above, this study is designed to analyze the influence of narcissistic leadership on OCB by burnout and job satisfaction as a mediation variable in ASN employees of the Directorate General of Islamic Guidance of the Ministry of Religion of the Republic of Indonesia. The research questions posed cover ten interconstructive relationships, including: (1) the direct influence of narcissistic leadership on OCB, burnout, and job satisfaction; (2) Influence burnout on job satisfaction and OCB; (3) the effect of job satisfaction on OCB; and (4) the role of mediation burnout and job satisfaction in the relationship between narcissistic leadership and OCB. This study uses a quantitative approach of causality with the *Partial Least Squares Structural Equation Modeling* (PLS-SEM) using SmartPLS 4.0 software (Ghozali & Latan, 2014; Hair *et al.*, 2017). Primary data was collected through a questionnaire distributed to all 305 ASN of the Directorate General of Islamic Guidance of the Ministry of Religion of the Republic of Indonesia during the period of May 25-31, 2026, using *Saturated sampling* with instruments that refer to Raskin & Terry (1988) for narcissistic leadership, Maslach & Leiter (1997) for burnout, Weiss, Dawis, & England (1967) for job satisfaction, and Organ (1997) for OCB, which is entirely measured using a scale *Likert* 5 points.

THEORETICAL FOUNDATION

This section presents the four theoretical constructs that form the foundation of this research, including *organizational citizenship behavior* (OCB), narcissistic leadership, burnout, and job satisfaction, all of which are integrated within the framework of *Job Demands-Resources Theory* (JD-R Theory) as the main analytical knife.

Job Demands-Resources Theory (JD-R Theory) developed by Demerouti, Nachreiner, & Schaufeli (2001) emphasizing that the psychological condition and work behavior of employees are influenced by two fundamental elements in the work environment, namely *Job Demands* and *Job Resources*. *Job demands* refers to the physical, psychological, and social demands experienced by employees on an ongoing basis in carrying out their work, which includes the workload (*workload*), emotional demands (*emotional demands*), and mental stress (*mental demands*) (Bakker & Demerouti, 2007). Instead, *Job Resources* is an organizational resource that functions to reduce the negative impact of these work demands (Bakker & Vries, 2021). Within the framework of JD-R Theory, there are two psychological processes that work simultaneously, namely *Health impairment process* and *Motivational Process*.

The first process occurs when the persistently high work demands drain the employee's energy, triggering burnout and lowering the quality of work, while the second process explains that adequate resources are able to increase motivation, job satisfaction, and encourage the emergence of OCB behaviors (Bakker & Demerouti, 2017). The theoretical relevance of JD-R in this study lies in its ability to explain how narcissistic leadership as part of the characteristics of the work environment can play a role as *Job Demand* which worsens the psychological condition of employees, magnifies the risk of burnout, lowers job satisfaction, and ultimately reduces OCB behavior.

OCB is defined as employee voluntary behavior that is carried out outside of formal work obligations to support the effectiveness of the organization (Kreitner & Kinicki, 2014). According to Organ (1997), OCB is an individual behavior that is not explicitly defined by the organization, but actually increases the productivity of the organization. D. W. Organ (1988) Affirming that a successful organization needs employees who voluntarily take on roles beyond just their formal duties. In taxonomy Organ (1997), OCB is operationalized through five main indicators, namely *Altruism* (willingness to help colleagues who are struggling), *Civic Virtue* (active involvement in the life of the organization), *conscientiousness* (dedication goes beyond the demands of formal work), *Courtesy* (maintain harmonious working relationships to prevent conflicts), and *Sportsmanship* (the ability to accept work discomfort without complaining much). OCB behavior can also be categorized as a form of *Extra-role performance* that complements *In-role Performance* in the overall contribution of employees to the organization (Brownell, 2025).

Narcissistic leadership refers to a leadership style characterized by an excessive sense of superiority, a high need for recognition and praise, a tendency to exploit subordinates for the sake of personal image, and a lack of empathy for the condition of employees (Raskin & Terry, 1988). This concept has its roots in the idea of narcissism as a condition of excessive self-love, which in a clinical perspective is categorized as *Narcissistic Personality Disorder* (NPD) by *American Psychiatric Association* (Rohmah, 2021). Organ (1997) Formulating three main characteristics of narcissistic leadership, namely *Self-centeredness* (self-centered attitude), manipulation and exploitation of subordinates, and nirempati. Although in a certain way narcissistic leaders can appear charismatic and visionary (Suhardoyo, 2022), the destructive character caused by unobjective decision-making, excessive dominance, and lack of team involvement actually has the potential to create psychological pressure that is detrimental to employees (Suhardoyo, 2022; Lin

Wang, 2021). Narcissistic leadership is measured using *Narcissistic Personality Inventory* (NPI) which consists of seven indicators: *authority*, *exhibitionism*, *exploitativeness*, *entitlement*, *superiority*, *vanity*, and *Self-sufficiency* (Raskin & Terry, 1988).

Burnout first introduced by Herbert Freudenberger in 1973 as a syndrome that arises as a result of prolonged work stress (Praniti et al., 2024). Maslach & Leiter (1997) defines it as an emotional exhaustion syndrome that occurs after an individual undergoes different types of work continuously. Different from ordinary stress which can have a positive or negative impact, burnout generally only produces negative impacts in the form of decreased motivation and performance (Lase & Maria, 2025). Maslach & Leiter (1997) Identify the five main causative factors burnout, namely overload, lack of control in work, lack of rewards, unfair treatment, and value conflict between job demands and employees' personal integrity. Burnout measured using Maslach Burnout Inventory (MBI) which includes three dimensions: Exhaustion (prolonged physical and emotional exhaustion), *cynicism* (apathy and withdrawal from work), and *Ineffectiveness* (decreased confidence in completing work effectively) (Maslach & Leiter, 1997).

Job satisfaction is interpreted as a feeling of satisfaction with a person's assessment of their work (Schyns, Gauglitz, Gilmore, & Nieberle, 2023), or as Knight (2016) Formulate, "... a person's positive feelings regarding the evaluation of characteristics about his work." Job satisfaction is formed from the interaction of various factors, including psychological conditions, social relationships between employees, physical conditions of the work environment, as well as financial factors such as salaries and benefits (Soetrisno, 2020). Shawn (2010) explain the three theories that underlie job satisfaction, namely *Discrepancy Theory* (the compatibility between expectations and work statements), *Face Satisfaction Model* (suitability of work aspects to individual needs), and *Opponent-Process Theory* (satisfaction born of success and reduced fear of failure). In this study, job satisfaction was measured using *Minnesota Satisfaction Questionnaire* (MSQ) developed Weiss, Dawis, & England (1967), with indicators including the way the boss handles employees, supervisor competence, opportunities to develop skills, the implementation of organizational policies, the suitability of salaries with the workload, the harmony of relationships between employees, appreciation for work achievements, and the sense of achievement felt by employees.

RESULTS AND DISCUSSION

This research was carried out at the Office of the Directorate General of Islamic Community Guidance of the Ministry of Religion of the Republic of Indonesia (Ditjen Bimas Kemenag RI) which is tasked with formulating and implementing policies in the field of Islamic community guidance. Of the 305 questionnaires distributed to all civil servants, as many as 178 questionnaires were successfully returned and could be processed for analysis purposes. This response rate reflects the sufficient data representation to support the Partial *Least Squares Structural Equation Modeling* (PLS-SEM) analysis with the number of indicators used in this study.

From an institutional perspective, the Directorate General of Islamic Guidance of the Ministry of Religion of the Republic of Indonesia is facing increasing public service dynamics, as reflected in the growth of marriage guidance programs, zakat villages, and qibla direction measurements in the period 2022-2024, while the growth in the number of employees is relatively limited. This condition indicates a potential imbalance between service load and human resource capacity that can affect the psychological condition of employees, including burnout *levels*, job satisfaction, and OCB behavior. The uneven distribution of employees between work units further strengthens the potential for differences in the intensity of work pressure in this public organization.

Research Sample Description

Respondents were dominated by male employees by 53.9%. Based on age group, the largest proportion is in the range of 31–40 years (36.0%), followed by 20–30 years old (31.5%), which overall shows that the majority of employees are in the productive age phase. In terms of education, most of the respondents have a S1 education (70.8%) with the status of civil servants (71.3%), so it can be concluded that employees have an academic background that is relevant to the duties and functions of the organization. The most dominant working period is 1-5 years (54.5%), indicating that a large proportion of employees are still relatively new to the bureaucratic environment. The aspect of long-term interaction with superiors shows that 46.1% of respondents have interacted for 1–3 years, which is an important foothold in shaping employees' perception of their superior's leadership style, including narcissistic leadership characteristics.

Descriptive analysis of respondents' answers was carried out using an interval scale with a class length of 0.8, so that five categories were formed ranging from very low (1.00–1.80) to very high (4.21–5.00). Based on the

results of the analysis, the narcissistic leadership variable obtained an average of 2.71 with a medium category. The highest indicator was the dominance of the leader in decision-making (3.72), while the leader's lack of need for help from others (2.13) and the tendency to work alone without involving subordinates (2.11) were the lowest indicators. This indicates that the most visible narcissistic characteristics within the Directorate General of Islamic Guidance of the Ministry of Religion of the Republic of Indonesia are more reflected in the aspect of decision control than the isolation aspect of the team.

The burnout variable obtained an average of 2.47 with a low category, which shows that in general employees do not experience severe levels of work fatigue. However, the indicator related to energy depletion after work (2.83) is in the medium category, indicating that some employees still feel the impact of fatigue due to high work demands. On the other satisfaction obtained an average of 3.44 in the high category, where the indicator of opportunities to develop self-ability (3.62) was the highest. The OCB variable recorded an overall average score of 4.16 in the high category, even several indicators such as avoiding work conflicts (4.37), maintaining good relationships (4.31), discipline and responsibility (4.31), and helping colleagues (4.30) were included in the very high category. This pattern shows that employees of the Directorate General of Islamic Guidance of the Ministry of Religion of the Republic of Indonesia consistently display positive work behavior that goes beyond the demands of their formal roles.

Research Results

Validity Test and Reliability Test Results

Before the main questionnaire was distributed to respondents, the researcher carried out two stages of instrument testing to ensure the feasibility of the measurement. The first trial was conducted on 38 respondents and produced two indicators that were declared invalid, namely KN2 on the narcissistic leadership variable with a *Pearson Correlation value* of 0.067 (sig. 0.688) and KK6 on the work satisfaction variable with a correlation value of 0.306 (sig. 0.062), both of which were above the significance threshold of 0.05 so they did not meet the validity criteria. After the two indicators were removed from the model, a second trial was carried out on 35 respondents. As a result, all remaining indicators obtained a significant correlation value at the level of 0.01 and a *Cronbach's Alpha* value that exceeded the minimum limit of 0.7, making the instrument suitable for use in the main study. In detail,

Nurmaliah, Kabul Wahyu Utomo, Wenda Wahyu Christiyanto

Cronbach's Alpha values for each variable were 0.944 for narcissistic leadership (9 items), 0.958 for burnout (9 items), 0.884 for job satisfaction (7 items), and 0.920 for OCB (8 items). All of these values are included in the category of excellent reliability. The questionnaire was then distributed to 305 ASN of the Directorate General of Islamic Guidance of the Ministry of Religion of the Republic of Indonesia, with 178 questionnaires successfully returned and were suitable for processing.

Measurement Model Analysis

The evaluation of the measurement model (*outer model*) is carried out through three stages, namely testing convergent validity, internal consistency reliability, and discriminant validity.

In the convergent validity test, the results of the first iteration of the PLS algorithm showed that the KN1 (0.479), KN9 (0.569), KN10 (0.665), and KK8 (0.607) indicators obtained outer loading values below 0.70, so they were excluded from the model and the test was repeated.. Refers to Hair *et al.*, (2017), an indicator with *loading* 0.40–0.70 can still be considered for elimination if its removal is able to increase the value *Composite Reliability* (CR) and *Average Variance Extracted* (AVE). Other indicators are still maintained because they are still within the acceptable range according to (Ghozali & Latan, 2014).

Table 1. Results of Factor Loading Iteration 2 SEM-PLS

Narcissistic Leadership		Burnout		Job Satisfaction		Organizational Citizenship Behavior (OCB)	
KN1		B1	0,852	KK1	0,870	OCB1	0,722
KN3	0,851	B2	0,776	KK2	0,817	OCB2	0,693
KN4	0,878	B3	0,851	KK3	0,777	OCB3	0,712
KN5	0,901	B4	0,816	CD4	0,866	OCB4	0,732
KN6	0,867	B5	0,793	KK5	0,851	OCB5	0,738
KN7	0,875	B6	0,873	CD7	0,875	OCB6	0,764
KN8	0,924	B7	0,902	KK8		OCB7	0,769
KN9		B8	0,841			OCB8	0,751
KN10		B9	0,894				

Source: data processed, 2026

Table 1 shows that after the elimination process, most indicators had outer loading values above 0.70. However, one indicator still did not meet the criterion, namely OCB2 (0.693). According to Hair *et al.* (2017), indicators

with outer loading values below 0.70 may be considered for elimination to improve the quality of the measurement model.

Table 2. Results of Factor Loading Iteration 3 SEM-PLS

Narcissistic Leadership		Burnout		Job Satisfaction		Organizational Citizenship Behavior (OCB)	
KN1		B1	0,851	KK1	0,871	OCB1	0,695
KN3	0,851	B2	0,775	KK2	0,818	OCB2	
KN4	0,878	B3	0,851	KK3	0,777	OCB3	0,721
KN5	0,901	B4	0,816	CD4	0,866	OCB4	0,743
KN6	0,867	B5	0,793	KK5	0,850	OCB5	0,747
KN7	0,875	B6	0,873	CD7	0,875	OCB6	0,779
KN8	0,924	B7	0,902	KK8		OCB7	0,782
KN9		B8	0,842			OCB8	0,766
KN10		B9	0,894				

Source: data processed, 2026

After the OCB2 indicator was eliminated, one indicator still did not meet the criterion, namely OCB1, with an outer loading value of 0.695. Therefore, OCB1 was eliminated, and the test was repeated. Based on the results of the final model testing, all indicators had outer loading values above 0.70 and met the convergent validity criterion. Therefore, all indicators were considered valid and suitable for use in the subsequent analysis.

Table 3. Results of AVE SEM-PLS Calculation

Variable	AVE
Narcissistic Leadership	0,780
<i>Burnout</i>	0,714
Job Satisfaction	0,712
<i>Organizational Citizenship Behavior (OCB)</i>	0,583

Source: data processed, 2026

Table 3 shows that the AVE values of all variables exceeded the minimum threshold of 0.5. These results confirm that all constructs in the model met the convergent validity criterion, indicating that each indicator

Nurmaliah, Kabul Wahyu Utomo, Wenda Wahyu Christiyanto consistently measured the same construct. Therefore, it can be concluded that all variables met the convergent validity criterion.

Furthermore, the evaluation of the reliability of internal consistency was carried out using two measures simultaneously, namely *Cronbach's Alpha* (CA) and *Composite Reliability* (CR). Hair *et al.*, (2017) recommends using both at the same time because CA is more conservative as a lower limit estimate, while CR provides a higher value as an upper limit of reliability. Based on the results of the PLS-SEM calculation, the CA and CR values of all variables were above 0.7 — narcissistic leadership (CA = 0.943; CR = 0.946), burnout (CA = 0.950; CR = 0.952), job satisfaction (CA = 0.919; CR = 0.921), and OCB (CA = 0.859; CR = 0.867) — so that all constructs are declared to have good to very good reliability.

For discriminant validity, the test was carried out using the *Heterotrait-Monotrait* ratio (HTMT) recommended by Henseler *et al.*, (2015) as a more accurate method than the *Fornell-Larcker* approach in detecting the problem of discriminant validity. The results showed that all HTMT scores were below the threshold of 0.9, with the highest score recorded between narcissistic leadership and burnout at 0.795, followed by burnout and job satisfaction at 0.710, narcissistic leadership and job satisfaction at 0.635, and the lowest score between narcissistic leadership and OCB at 0.100. Overall, these results confirm that each construct in this research model is empirically completely different from each other and that the validity of the discriminator has been fully fulfilled.

Structural Model Analysis

The evaluation of the structural model (*inner model*) was carried out by testing the R-Square (R^2) determination coefficient, *F-Square effect size* (F^2), and Q-Square (Q^2) predictive relevance.

Table 4. R-Square Calculation Results

	R-square	R-Square Adjusted
<i>Burnout</i>	0,571	0,568
Job Satisfaction	0,473	0,457
<i>Organizational Citizenship Behavior</i> (OCB)	0,148	0,133

Source: data processed, 2026

Table 4 shows that the R^2 burnout value of 0.571 indicates that narcissistic leadership is able to explain 57.1% of the variation in burnout in the moderate category. A job satisfaction R^2 value of 0.473 indicates that narcissistic leadership and burnout together explain 47.3% of job satisfaction

variations. Meanwhile, the OCB R^2 of 0.148 is relatively weak, which indicates that there are other factors outside the model that contribute to shaping the behavior of OCB employees, such as public service motivation, organizational commitment, and work culture factors.

On the F^2 test, narcissistic leadership showed a very large influence on burnout with a score of 1.330, which made it the most dominant relationship in the overall model. Burnout had a moderate effect on job satisfaction ($F^2 = 0.188$), while other relationships were relatively small: narcissistic leadership to job satisfaction (0.051), narcissistic leadership to OCB (0.076), burnout to OCB (0.026), and job satisfaction to OCB (0.083). These findings confirm that narcissistic leadership is the variable with the greatest substantive contribution, especially in explaining employee burnout conditions .

With regard to predictive relevance, a Q^2 burnout value of 0.566 and job satisfaction of 0.363 indicate that both variables have adequate predictive relevance in the model. However, the Q^2 value of OCB of -0.012 indicates the limitations of the model's predictive ability to the OCB construct, which is consistent with the relatively weak R^2 value.

Hypothesis Testing

Table 5. Summary of Direct Influence Hypothesis Testing Results

	Hypothesis	Path Coeff.	T-Statistics	P-Values	Verdict
H1	Narcissistic Leadership - OCB >	0,398	3,850	0,000	Significant, but in the opposite direction
H2	Narcissistic Leadership -> Burnout	0,756	20,442	0,000	Accepted
H3	Narcissistic Leadership -> Job Satisfaction	-0,249	2,972	0,001	Accepted
H4	Burnout -> Job Satisfaction	-0,480	5,036	0,000	Accepted
H5	Burnout -> OCB	-0,249	2,119	0,017	Accepted
H6	Job Satisfaction -OCB >	0,398	3,850	0,000	Accepted

Source: data processed, 2026

Table 5 summarizes the results of testing six direct influence hypotheses. Narcissistic leadership was shown to have a positive and significant effect on

OCB (co. 0.398; $t = 3.850$; $p = 0.000$), but because the direction of the relationship was contrary to the negative hypothesis proposed, H1 was rejected. Narcissistic leadership had a positive and significant effect on burnout with the largest coefficient values in the model (0.756; $t = 20.442$; $p = 0.000$), so H2 was accepted. Narcissistic leadership had a negative and significant effect on job satisfaction (cof. -0.249; $t = 2.927$; $p = 0.001$), supporting H3 acceptance. Burnout had a negative and significant effect on job satisfaction (co. -0.480; $t = 5.036$; $p = 0.000$). The effect of burnout on OCB was negative and significant (cof. -0.249; $t = 2.119$; $p = 0.017$), so H5 was rejected. Job satisfaction had a positive and significant effect on OCB (co.f. 0.366; $t = 3.957$; $p = 0.000$), supporting H6 acceptance.

The results of the four mediation hypotheses showed that burnout partially mediated the relationship between narcissistic leadership and OCB ($p = 0.119$); therefore, H7 was accepted. Burnout also partially mediated the relationship between narcissistic leadership and job satisfaction ($p = 0.000$); therefore, H8 was accepted. Job satisfaction partially mediated the relationship between burnout and OCB ($p = 0.001$); therefore, H9 was accepted. Job satisfaction also partially mediated the relationship between narcissistic leadership and OCB ($p = 0.009$); therefore, H10 was accepted.

Discussion of Research Results

The Influence of Narcissistic Leadership on OCB

The results of the study prove that narcissistic leadership has a positive and significant effect on OCB in employees of the Directorate General of Islamic Guidance of the Ministry of Religion of the Republic of Indonesia, with a path coefficient of 0.398 and a value of *t-statistic* 3,850 (*p-value* = 0.000). These findings reject the initial hypothesis that predicted negative influences, and instead reveal that in the context of a religious-oriented public organization, certain narcissistic leadership characteristics such as high self-confidence, assertiveness in decision-making, and a strong orientation to achieving organizational goals, may encourage employees to contribute more than just their formal duties. Suhardoyo (2022) Explains that narcissistic leaders who have a strong vision and high charisma are able to influence subordinates to support organizational goals more actively. In the service dynamics of the Directorate General of Islamic Guidance of the Ministry of Religion of the Republic of Indonesia, employees seem to respond to dominant and results-oriented leadership by internalizing the urgency of public services, thereby encouraging the emergence of OCB behavior. These findings are in line with research Beni *et al.*, (2024) who found that narcissistic leadership had

a positive effect on OCB, where high leader confidence can motivate employees to display extra-role behaviors that support the success of the organization. This condition is reinforced by the fact that the OCB in the study sample was in the high category (average 4.16), while narcissistic leadership was only in the moderate category (average 2.71), which indicates that employees still choose to contribute more regardless of the narcissistic characteristics of their leaders. The similarity of values and ethos of public service that is firmly embedded in the work culture of the Ministry of Religion of the Republic of Indonesia seems to be a buffer that prevents the destructive impact of narcissistic leadership on the voluntary behavior of employees.

The Influence of Narcissistic Leadership on Burnout

The results of the study prove that narcissistic leadership has a positive and significant effect on burnout with a path coefficient of 0.756, the value of *t-statistic* 20,442, and *p-value* 0.000, as well as being the relationship with the largest effect in the entire model (*F-Square* = 1,330). These findings confirm that the narcissistic traits inherent in a leader, such as an excessive need for recognition from subordinates, a strong orientation to self-interest, and a lack of empathy for the employee's condition, significantly increase psychological distress that leads to burnout. When leaders exploit the results of their work for the sake of their personal image and tend to give them unfair treatment, employees experience an imbalance between the effort put in and the appreciation they receive, which is one of the main factors that cause it burnout (Maslach & Leiter, 1997). In the context of the Directorate General of Islamic Guidance, the demand for services that continues to grow without being balanced by supportive leadership is a condition that exacerbates the risk burnout, especially for employees whose service period is still relatively new. These findings are consistent with research Akaighe, Topakas, & Hildenbrand (2022) which suggests that narcissistic leaders can weaken core self-evaluation (*Core Self-Evaluations*) employees to increase burnout team. The theoretical relevance of these findings can be understood through the JD-R framework *Theory* from (Bakker & Demerouti, 2017), where narcissistic leadership serves as *Job Demand* which constantly drains the psychological resources of the employees through the process of *Health impairment*, which ultimately triggers the condition burnout systematically.

The Influence of Narcissistic Leadership on Job Satisfaction

The results showed that narcissistic leadership had a negative and significant effect on job satisfaction, with a path coefficient of -0.249, *t-statistic* 2,927, and *p-value* 0.001. The higher the level of narcissism displayed by the leader, the lower the job satisfaction felt by the employee. This can be understood because narcissistic leaders tend to show arrogance, lack responsiveness to the needs of subordinates, and lack appreciation for employee contributions. Lin Wang (2021) Explains that employees under narcissistic leadership only feel appreciated when they are able to meet the leader's high expectations, while contributions that are not aligned with the leader's personal interests are often ignored or even unilaterally acknowledged. The psychological condition formed from this pattern of interaction gradually erodes the employee's satisfaction with their work. These findings are in line with the results of the study Yousif & Loukil (2022) and Grzesiak (2022) which proves that narcissistic leadership has a negative impact on job satisfaction because few employees have a positive perception of narcissistic leaders. In the context of public bureaucracy such as the Directorate General of Islamic Guidance, where employees need participatory support and direction from leaders to be able to work optimally, the dominance of narcissistic leaders in decision-making and limited space for employees to express their opinions can be a significant source of dissatisfaction.

The Effect of Burnout on Job Satisfaction

The results of the study prove that burnout negative and significant effect on job satisfaction, with a path coefficient of -0.480, *t-statistic* 5,036, and *p-value* 0.000. The higher the intensity burnout experienced by employees, the lower the level of job satisfaction they feel. Prolonged emotional fatigue causes employees to lose motivation, decrease motivation, and ultimately lead to feelings of dissatisfaction with their environment and working conditions. Within the framework of JD-R *Theory*, this condition reflects the course of the *Health impairment*, where the depletion of employees' psychological resources due to unbalanced work demands leads to a decline in overall psychological well-being, including job satisfaction (Bakker & Demerouti, 2017). These findings are consistent with the results of the study Lidya & Afriyeni (2025), Ocansey & Nertey (2024), Ahmed & Prativa (2024), and Justina, T.J., & Tecoalu (2022), all of which prove to be a negative influence burnout to job satisfaction. The implications of this finding for the Directorate General of Islamic Guidance of the Ministry of Religion of the Republic of Indonesia are very relevant, considering that the increasing burden of services has the

potential to be a trigger burnout systematic if not balanced with adequate human resource management mechanisms.

The Effect of Burnout on OCB

The results showed that burnout had a negative and significant effect on OCB, with a path coefficient of -0.249, a *t*-statistic of 2.119, and a *p*-value of 0.017. These findings indicate that the higher the level of burnout experienced by employees, the lower the level of OCB they exhibited, resulting in a reduced willingness to contribute beyond their formal job responsibilities. This is confirmed from descriptive data that shows burnout was in the low category (2.47) while OCB remained in the high category (4.16). These findings differ from studies L. Wang *et al.*, (2023), Harjanti & Charistianity (2024), Yosalinata, Andriani, & Efawati (2025), Torlak, Kuzey, Dinc, & Budur (2020), and Ji *et al.*, (2025) who found that even though employees experience emotional exhaustion, they still prioritize organizational interests over personal interests.

The Effect of Job Satisfaction on OCB

The results of the study prove that job satisfaction has a positive and significant effect on OCB, with a path coefficient of 0.366, *t*-statistic 3.957, and *p*-value 0.000. Employees who are satisfied with their work tend to have a positive attitude towards the organization and are more willing to make contributions that go beyond the demands of their formal role. In the context of the Directorate General of Islamic Guidance, satisfaction with aspects such as self-development opportunities, supervisory competence, and harmonious work relationships has been proven to be a driver for the emergence of behavior to help colleagues, avoid conflicts, and actively participate in organizational programs. Organ (1998) emphasized that employee voluntary behavior is a reflection of a strong sense of belonging and attachment to the organization, which is born from fulfilled job satisfaction. These findings are consistent with research. Torlak, Kuzey, Dinc, & Budur (2020), Oyun (2022), and Saputra, Kirana, & Septyarini (2021) all of which confirm the positive influence of job satisfaction on OCB. Satisfied employees are not only more responsible in their core duties, but also have more dedication to supporting the effectiveness of the organization as a whole.

The Influence of Narcissistic Leadership on OCB Mediated by Burnout

The results showed that burnout was able to partially mediate the relationship between narcissistic leadership and OCB, with a p -value of 0.019 (< 0.05). These findings indicate that narcissistic leadership not only affected OCB directly but also indirectly through increased employee burnout. The stronger the narcissistic characteristics exhibited by leaders, the higher the level of burnout experienced by employees, which in turn led to lower OCB. These findings extend the results of Zhang et al. (2025), who found that burnout served as a mediating mechanism explaining the relationship between narcissistic leadership and OCB.

The Effect of Narcissistic Leadership on Burnout-Mediated Job Satisfaction

The results of the study prove that burnout able to partially mediate the relationship between narcissistic leadership and job satisfaction, with an p -value 0.000. In addition to having a direct negative effect on job satisfaction (p -value = 0.001), narcissistic leadership also works through indirect pathways by first increasing burnout employees, which then gradually erodes job satisfaction. This mechanism explains that the negative impact of narcissistic leadership on job satisfaction runs through two concurrent routes: the direct route through unsupportive leader-subordinate interactions, and the indirect route through the accumulation of emotional exhaustion resulting from such leadership pressure. Within the framework of JD-R *Theory*, narcissistic leadership acts as *Job Demand* that triggers the process *Health impairment*, thus draining employees' psychological resources and leading to a layered decrease in job satisfaction (Bakker & Demerouti, 2017). These findings are in line with Zhao & Wang (2025) who found that narcissistic leadership can lower job satisfaction through improvement mechanisms burnout, confirming that burnout is an important psychological pathway that transmits the destructive impact of narcissistic leadership on employee well-being.

The Effect of Burnout on OCB Mediated by Job Satisfaction

The results showed that job satisfaction was able to partially mediate the relationship between burnout and OCB, with a p -value of 0.001. The direct effect of burnout on OCB was found to be significant ($p = 0.017$). The higher the level of burnout experienced by employees, the lower their job satisfaction, resulting in a lower tendency to exhibit OCB. These results are in line with research Uyun (2022), Justina, T.J., & Tecolu (2022), and Yosalinata, Andriani, & Efawati (2025) which proves that job satisfaction mediates the

relationship between burnout and OCB, where emotional fatigue decreases job satisfaction which then has an impact on reducing employee voluntary behavior in supporting the organization.

The Influence of Narcissistic Leadership on OCB Mediated by Job Satisfaction

The results of the study prove that job satisfaction is able to partially mediate the relationship between narcissistic leadership and OCB, with an *p-value* 0.009. Narcissistic leadership has a direct positive effect on OCB ($p = 0.000$). In addition to demonstrating the role of job satisfaction as a mediating variable, the results also revealed an interesting pattern of relationships among the variables. Narcissistic leadership was found to affect burnout, burnout affected job satisfaction, and job satisfaction affected OCB. These relationships indicate the possibility of an indirect sequential effect of narcissistic leadership on OCB through burnout and job satisfaction. Although this relationship was not examined in the present study, these findings may provide an opportunity for future research to develop a more comprehensive research model. These findings support research (Chen et al., 2023; Rani, 2021) which highlights that job satisfaction plays a mediator in the relationship between narcissistic leadership and OCB, as well as enriching empirical studies on psychological mechanisms that explain the influence of narcissistic leadership in the context of public organizations in Indonesia which have been very limited.

CONCLUSION

This study examines ten interconstruct relationships involving narcissistic leadership, burnout, job satisfaction, and OCB in ASN employees of the Directorate General of Islamic Guidance of the Ministry of Religion of the Republic of Indonesia. Of the ten hypotheses tested, nine of them proved to be supported by empirical data, while one rejected.

Overall, the findings of this study illustrate a complex and contextual pattern. Narcissistic leadership was found to have a positive and significant effect on OCB, a finding that was contrary to the initial prediction but can be understood in the context of a public bureaucracy with a strong religious service ethos. Narcissistic leadership was also found to be a major driver of burnout, with the largest substantive effect in the model, and consistently reduced employees' job satisfaction. Burnout was found to have a negative and significant effect on both job satisfaction and OCB. In the mediation analysis,

burnout was found to partially mediate the relationship between narcissistic leadership and OCB, as well as the relationship between narcissistic leadership and job satisfaction. On the other hand, job satisfaction also partially mediated the relationship between burnout and OCB, as well as the relationship between narcissistic leadership and OCB. These findings indicate that burnout and job satisfaction are psychological mechanisms that strengthen the influence of narcissistic leadership on employees' organizational citizenship behaviour (OCB).

The practical implications of this study draw attention to the importance of a behavior-based leadership assessment system within the Directorate General of Islamic Guidance, in order to detect early leadership characteristics that have the potential to harm the psychological condition of employees. Strengthening burnout management mechanisms through psychological support programs, equal distribution of workloads, and developing an appreciative organizational climate also needs to be a priority for HR policies. In addition, investment in aspects of job satisfaction that have been proven to affect OCB, such as competency development, fairness in awarding, and harmonious working relationships, needs to be systematically strengthened.

The next research is suggested to expand the scope of the location to the vertical work units of the Ministry of Religion at the regional level to increase the generalizability of the findings. Testing moderation variables such as organizational commitment, *public service motivation*, or *psychological resilience* can enrich understanding of *boundary conditions* that affect the direction and strength of relationships between variables. The use of longitudinal design is also recommended to capture the dynamics of OCB behavior changes and employee psychological conditions over a longer period of time, resulting in stronger causal inference than the *cross-sectional* design used in this study.

BIBLIOGRAPHY

- Ahmed, S., & Prativa, S. (2024). The Influence of Job Designation on Job Satisfaction and Burnout of Public and Private Sectors Employees. *Available at SSRN 4976552*.
- Akaighe, G., Topakas, A., & Hildenbrand, K. (2022). Leader Narcissism and Team Burnout: A Longitudinal Moderated Mediation Study. *Academy of Management Proceedings*, 2022(1), 16047. Academy of Management Briarcliff Manor, NY 10510. Retrieved from

- <https://doi.org/10.5465/ambpp.2022.16047abstract>
- Ariyanti, N., & Sawitri, H. S. R. (2023). Transformational leadership in the era of the industrial revolution 4.0 and its impact on employee performance in the public sector. *Proceedings of the National Seminar of Unimus*, 6. Retrieved from <https://prosiding.unimus.ac.id/index.php/semnas/article/view/1461>
- Az-Zahroh, N. M., Safvitri, C., Putra, S. A., & Anshori, M. I. (2023). A study of situational leadership theory and job satisfaction: A literature review study. *Journal of Management Research and Innovation*, 1(3), 131–154. Retrieved from <https://doi.org/10.59581/jrim-widyakarya.v1i3.784>
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: state of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., & Demerouti, E. (2017). Job Demands–Resources Theory: Taking Stock and Looking Forward. *Journal of Occupational Health Psychology*, 22, 273–285. <https://doi.org/10.1037/ocp0000056>
- Bakker, A. B., & Vries, J. D. de. (2021). Job Demands–Resources theory and self-regulation: new explanations and remedies for job burnout. *Anxiety, Stress and Coping*, 34(1), 1–21. <https://doi.org/10.1080/10615806.2020.1797695>
- Beni, W. I. G., Artha, W. I. M., Gede, S. W., & Ketut, S. I. B. (2024). 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. *RJOAS: Russian Journal of Agricultural and Socio-Economic Sciences*, 16(1), 1–23.
- Böhm, F., & Blickle, G. (2024). Why a lot of grandiose narcissism can be a good thing for leadership effectiveness: Political skill as game changer. *Personality and Individual Differences*, 223, 112618. <https://doi.org/https://doi.org/10.1016/j.paid.2024.112618>
- Brownell, K. M. (2025). Toxic or transformative? How lead founder machiavellianism, narcissism, and psychopathy shape new venture team survival. *Journal of Managerial Psychology*, 41(3), 475–497. <https://doi.org/10.1108/JMP-02-2025-0106>
- Chen, H., Zhang, L., Wang, L., Bao, J., & Zhang, Z. (2023). Multifaceted leaders: the double-edged sword effect of narcissistic leadership on employees' work behavior. *Frontiers in Psychology*, 14(January), 1–12. <https://doi.org/10.3389/fpsyg.2023.1266998>

Nurmaliah, Kabul Wahyu Utomo, Wenda Wahyu Christiyanto

- Demerouti, E., Nachreiner, F., & Schaufeli, W. (2001). The Job Demands–Resources Model of Burnout. *Journal of Applied Psychology*, 86, 499–512. <https://doi.org/10.1037/0021-9010.86.3.499>
- Fang, Y., Liu, Y., Yu, P., & Chen, N. (2024). How does narcissistic leadership influence change-oriented organizational citizenship behavior? Empirical evidence from China. *Humanities and Social Sciences Communications*, 11(1), 1–11. <https://doi.org/10.1057/s41599-024-03159-2>
- Farooq, M., Ul Aain, R., Umer, K., & Ahmad, R. (2023). Effect of Organizational Narcissism on Employee's Job Satisfaction: Mediating Role of Organizational Citizenship Behavior. *Bulletin of Business and Economics*, 12(2), 104–111.
- Ghozali, I., & Latan, H. (2014). *Partial Least Squares Concept, Method and Application Using the Warppls 4.0 Program*.
- Grzesiak, M. (2022). Leadership and Narcissism in the Organization. In *Routledge*. Retrieved from <https://doi.org/10.4324/9781003260646>
- Hadiansyah, W., & Akbar, R. (2025). Influence of Leadership Style and Organizational Culture on Workplace Well-Being In Company X. *International Journal of Marketing & Human Resource Research*, 6, 661–675. <https://doi.org/10.47747/ijmhrr.v6i3.2911>
- Hair, F. J., William, Rolph, J., B. B., & Babin. (2017). A primer on partial least squares structural equation modeling (PLS-SEM). In *Sage*.
- Harjanti, D., & Charistianity, A. (2024). Job Burnout Among Hotel Employees: The Impact on OCB and Employee Performance. *Journal of Applied Management and Business*, 5(1), 7–14. <https://doi.org/10.37802/jamb.v5i1.675>
- Harun, S., Çetin, F., & Basım, H. N. (2011). The Effect of Burnout on Organizational Citizenship Behaviour: The Mediating Role of Job Satisfaction. *Int J Contemp Econ Adm Sci*, 1.
- Hermawan, N., Kirana, K., & Wiyono, G. (2022). The effect of workload and work stress on OCB (organizational citizenship behavior) with organizational commitment as a mediating variable. *ACCOUNTABILITY*, 19, 181–188. <https://doi.org/10.30872/jakt.v19i1.10655>
- Ji, H., Xia, K., Wang, Y., Li, J., Liu, J., He, L., & Pan, X. (2025). Relationship teachers' perception of organizational justice, job burnout and organizational citizenship behavior. *BMC Psychology*, 13(1). <https://doi.org/10.1186/s40359-025-02422-8>
- Julianti, A. I., & Mardianty, D. (2024). The Influence Work-Life Balance and Burnout on Job Satisfaction of Banking Industrial Employees in Pekanbaru City. *Quantitative Economics and Management Studies*, 5(3), 704–711. <https://doi.org/10.35877/454ri.qems2575>

- Justina, J., Tj, H. W., & Tecolalu, M. (2022). Employee Burnout and Organizational Commitment to Job Satisfaction with Organizational Citizenship Behavior. *Journal of Management and Business*, 4(2), 1204–1223. <https://doi.org/10.31539/jomb.v4i2.4678>
- Kreitner, R., & Kinicki, A. (2014). Organizational behavior (Book 1, Alchemist Language Bureau, Translator of bhs). *Jakarta: Salemba Four*.
- Kurniawati, F., Fikaris, M. F., Eryani, I. S., Rohendi, A., & Wahyudi, B. (2023). The Effect Of Workload, Burnout, And Work Motivation On Nurse Performance. *Journal of Management Applications*, 21(4), 915–927. Retrieved from <http://dx.doi.org/10.21776/ub.jam.2023.021.04.05.%0A915>
- Kusumajati, D. A. (2014). Organizational citizenship behavior (OCB) of employees in the company. *Humanities: Journal of Indonesian Culture and Society*, 5(1), 62–70. Retrieved from <https://doi.org/10.21512/humaniora.v5i1.2981>
- Lase, J., & Maria, A. D. (2025). Strategies for Overcoming Burnout and Stress in the Work Environment in Generation Z. *Scientific Development Media*, 19(9), 10. Retrieved from <https://binapatria.id/index.php/MBI/article/view/1226>
- Lidya, A., & Afriyeni, A. (2025). The Effect of Workload and Burnout on Job Satisfaction in Employees of the Faculty of Economics and Business, Padang State University. *ARZUSIN*, 5, 1729–1746. <https://doi.org/10.58578/arzusin.v5i4.6269>
- Mardikaningsih, R., & Sinambela, E. A. (2022). The work environment and organizational commitment and its influence on employee satisfaction. *ARBITRATION: Journal of Economics and Accounting*, 2(3), 98–101. Retrieved from <https://doi.org/10.47065/arbitrase.v2i3.340>
- Maslach, C., & Leiter, M. P. (1997). The thruth about burnout. In *San Francisco: Jossey-Bass*.
- Neves, P. C., Palma-Moreira, A., Andrade, C., & Au-Yong-Oliveira, M. (2024). Organizational citizenship behavior: adaptation and validation of the OCB scale CCOE-R. *Frontiers in Psychology*, 15(December), 1–10. <https://doi.org/10.3389/fpsyg.2024.1475011>
- Ocansey, J., & Nertey, J. (2024). *Impact of Burnout and Job Satisfaction on Patient Care Quality: A Cross-Sectional Study Among Nurses in Acute Care Settings*. <https://doi.org/10.21203/rs.3.rs-4622267/v1>
- Organ, D. (1997). Organizational Citizenship Behavior: It's Construct Clean-

- Nurmaliah, Kabul Wahyu Utomo, Wenda Wahyu Christiyanto
Up Time. *Human Performance - HUM PERFORM*, 10, 85–97.
https://doi.org/10.1207/s15327043hup1002_2
- Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. In *Lexington books/DC heath and com*.
- Regulation of the Minister of Religion. (2024). *Regulation of the Minister of Religion Number 33 of 2024 concerning the Organization and Work Procedures of the Ministry of Religion*. Retrieved from <https://peraturan.bpk.go.id/Details/321796/peraturan-menag-no-33-tahun-2024>
- Prameswari, N. S., & Mulyana, O. P. (2022). The relationship between job satisfaction and Organizational Citizenship Behavior (OCB) in employees of PT. X. *Character Journal of Psychological Research*, 9(3), 73–85. Retrieved from <https://doi.org/10.26740/cjpp.v9i3.46394>
- Praniti, S. D., Purwadhi, P., & Andikarya, R. O. (2024). The Effect of Workload on Burnout with Stress Management as a Mediating Variable at dr. Nur Cimahi Clinic. *J-CEKI: Journal of Scientific Scholars*, 4(1), 447–461. Retrieved from <https://doi.org/10.56799/jceki.v4i1.6326>
- Rani, S. (2021). The Influence of CEO Narcissism on Profit Quality in Financial Statements with Size and Educ Control Variables. *Balance: Journal of Accounting and Business*, 6(2), 103–121. Retrieved from <https://doi.org/10.32502/jab.v6i2.3870>
- Raskin, R., & Terry, H. (1988). A Principal-Components Analysis of the Narcissistic Personality Inventory and Further Evidence of Its Construct Validity. *Journal of Personality and Social Psychology*, 54, 890–902. <https://doi.org/10.1037/0022-3514.54.5.890>
- Robbins, P., & Judge, T. (2017). Organizational Behavior. 17th ed. *Pearson Education*.
- Rohmah, A. (2021). A Study of Narcissistic Verses in the Qur'an: A Contextual Perspective of Maudu'i Tafsir and Its Implications for Narcissistic Personality Disorder (Npd) Behavior. In *IAIN Kediri*. Retrieved from <https://etheses.iainkediri.ac.id/8003/>
- Saputra, A., Kirana, K. C., & Septyarini, E. (2021). The influence of work environment, work motivation and job satisfaction on organizational citizenship behavior (OCB). *Innovator*, 10(2), 85–92. Retrieved from <https://doi.org/10.32832/inovator.v10i2.5954>
- Satriawan, D. G. (2016). Job Satisfaction, Job Engagement, Organizational Fairness, Organizational Commitment & Employee Performance. In *OSF*. Retrieved from <https://osf.io/preprints/inarxiv/mr3jf>
- Schyns, B., Gauglitz, I. K., Gilmore, S., & Nieberle, K. (2023). Vulnerable narcissistic leadership meets Covid-19: the relationship between

- vulnerable narcissistic leader behaviour and subsequent follower irritation. *European Journal of Work and Organizational Psychology*, 32(6), 816–826. <https://doi.org/10.1080/1359432X.2023.2252130>
- Soetrisno, E. (2020). Human Resource Management. In *Kencana* (p. 280). Retrieved from <https://books.google.co.id/books?id=OhZNDwAAQBAJ>
- Suhardoyo, S. (2022). The narcissistic leadership style perspective in terms of factors, roles and influences in the organization. *Journal of Education, Social Sciences, and Religion*, 8(2), 449–462. <https://doi.org/10.53565/pssa.v8i2.551>
- Torlak, N. G., Kuzey, C., Dinc, M., & Budur, T. (2020). Links connecting nurses' planned behavior, burnout, job satisfaction and organizational citizenship behavior. *Journal of Workplace Behavioral Health*, 36, 77–103. <https://doi.org/10.1080/15555240.2020.1862675>
- Uyun, Q. (2022). The Effect of Job Satisfaction and Job Burnout Through Organizational Citizenship Behavior on Employee Performance (Study on Employees of Chicken Slaughterhouse CV. Hajar Aswad). In *Sultan Agung Islamic University Semarang*. Retrieved from <https://repository.unissula.ac.id/28085/>
- 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 (November). <https://doi.org/10.3389/fpsyg.2021.747330>
- Wang, Lin. (2021). The Impact of Narcissistic Leader on Subordinates and Team Followership: Based on "Guanxi" Perspective. *Frontiers in Psychology*, 12(July). <https://doi.org/10.3389/fpsyg.2021.684380>
- Wang, Lyu, Dong, X., An, Y., Chen, C., Eckert, M., Sharplin, G., ... Fan, X. (2023). Relationships between job burnout, ethical climate and organizational citizenship behaviour among registered nurses: A cross-sectional study. *International Journal of Nursing Practice*, 29(5), e13115. <https://doi.org/https://doi.org/10.1111/ijn.13115>
- Weiss, D. J., Dawis, R. V., & England, G. W. (1967). Manual for the Minnesota satisfaction questionnaire. *Minnesota Studies in Vocational Rehabilitation*.
- Wijono, S. (2010). Industrial and organizational psychology in a field of human resource psychology. In *Kencana*.
- Yosalinata, J., Andriani, R., & Efawati, Y. (2025). Analysis of Job Stress and

Nurmaliah, Kabul Wahyu Utomo, Wenda Wahyu Christiyanto

- Burnout to Organizational Citizenship Behavior of Officers with Intervening Variables Commitment Organization at dr. Nur's Clinic, Cimahi City. *Research of Service Administration Health and Healthy Sciences*, 6. <https://doi.org/10.58258/rehat.v6i2.9412>
- Yousif, M. B. Z., & Loukil, T. M. (2022). Determining the Effect of Narcissistic Leadership on Employee Performance: An applied Study in a Private College in Iraq. *Academic Journal of Interdisciplinary Studies*, 11(5), 182–196. <https://doi.org/10.36941/ajis-2022-0134>
- Yusuf, M., & Darmawan, D. (2024). The effect of self-efficacy and organizational citizenship behavior (OCB) on employee performance. *Jurilma*, 1(2), 79–84.
- Zhang, A., Shi, X., Du, X., Miao, M., & Li, F. (2025). The Impact of Narcissistic Leadership on Organizational Support: A Study Based on a Sample of Strategic Emerging Industries. *Systems Research and Behavioral Science*, 42(4), 1263–1276.
- Zhao, C., & Wang, J. (2025). The Influence of Narcissistic Leadership on Employees: A Systematic Review and Directions for Future Research. *Human Resources, Education and Public Policy*, 1(1), 87–101. <https://doi.org/10.71204/95y6ek85>