

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

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Abstract

Employee performance is one of the important factors that determines the success of a company. The purpose of this research is to analyze the influence of narcissistic leadership style, perceived organizational support, and employee sincerity on employee performance with work engagement as a mediating variable in insurance companies. This research uses quantitative research methods. The data collection technique used in this research is a questionnaire. The population of this research is all employees at insurance companies in Indonesia. The sample for this research was 100 employees taken by purposive sampling. The data that has been collected is then analyzed using the help of a statistical program, namely SPSS. The research results show that narcissistic leadership style, perceived organizational support, and employee sincerity have a significant positive effect on employee performance with work engagement as a mediating variable. However, a narcissistic leadership style must be applied wisely so as not to have a negative impact on employee performance. Perceived organizational support can be increased by providing programs that can improve employee welfare and development. Employee seriousness in working can be increased by providing the right motivation and rewards.

Keywords: *Narcissistic Leadership Style, Perceived Organizational Support, Employee Diligence, Employee Performance, Work Engagement.*

INTRODUCTION

Human resources are the most important assets of the company because of their role as subjects of implementing the company's policies and operational activities. In order for the company to continue to exist, it must dare to face challenges and implications, namely facing change and winning competition. Resources owned by companies such as capital, methods and machines cannot provide optimal results if they are not supported by human resources who have optimal performance. Employee performance which is the result of the thought and energy of an employee towards the work he does, can be seen, seen, counted, but in many cases the results of thought and energy cannot be counted and seen, such as ideas for solving a problem, new innovations of a product or service, can also be a discovery of more efficient work procedures.

One element that influences employee behavior is the environment of the employee itself, which in this case is the support of the organization that surrounds it. Positive support from leaders and all employees will create a conducive work situation. By getting this

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support, employee performance will be encouraged to be better. In addition, support also raises the spirit of the workers' team so that they can trust and help each other and there is a good relationship between workers in the work environment. In addition to having strong organizational support, the company must also have leadership that is able to bring the company to achieve goals. Leadership is a process by which a leader influences his subordinates in achieving goals (Saied & Syafii, 2023). The impact of a leader's influence on its members can be positive which can improve its performance. Therefore, in the process of interaction, a leader must have the ability to understand the characteristics of his subordinates.

An important factor that determines employee performance and an organization's ability to adapt to environmental changes is leadership. Leadership describes the relationship between the leader and employees and how a leader directs employees will determine the extent to which employees achieve the leader's goals or expectations. Leaders develop and direct the potential and ability of subordinates to achieve or even exceed organizational goals. Ogbonna and Harris (2000) conducted research on leadership style, organizational culture and performance in companies in the United Kingdom. From the results of his research found that leadership style is not directly related to performance. However, in the relationship between competitive and innovative culture and organizational performance, a positive and strong relationship was found.

Employee performance which is the result of the thought and energy of an employee towards the work he does, can be seen, seen, counted, but in many cases the results of thought and energy cannot be counted and seen, such as ideas for solving a problem, new innovations of a product or service, can also be a discovery of more efficient work procedures. Based on the problems mentioned above, it is necessary to research whether leadership style and company culture factors can also affect employee job satisfaction which can further affect employee performance. This study will analyze the influence of leadership style and organizational culture on job satisfaction in improving employee performance.

Based on the explanation above, this study aims to determine how employee performance in insurance companies is influenced by narcissistic leadership models, organizational support, and employee diligence mediated by the work environment.

THEORETICAL STUDIES

Narcissistic Leadership Style

Narcissism is one of the characteristics of this dark triad of personality, which has attracted the attention of many researchers in the field of organizational behavior (Stolz et al., 2021). It refers to a series of relatively stable traits that include self-love, arrogance, inferior views towards others, preoccupation with achieving success, and desire to gain admiration from others (Fehn & Schütz, 2020). Narcissism is a personality trait associated with constant aspirations for power, superiority over others, an unrealistic sense of superiority, lack of empathy for others, and exploitation for personal goals (Eddy, 2021). The narcissist has an excessive sense of importance and hopes to find himself differentiated and thinks that the problem is understood only by people who are distinguished by their abilities and abilities.

1. Arrogance
2. Authority
3. The need for recognition and excellence
4. Weak empathy
5. Immorality

6. Paranoia

Perceived Organizational Support

According to perceived organizational support (POS) theory, an employee's personality attributes, prioritize contributions to the organization to achieve high levels of well-being. Employees want to maintain and care for the benefits and financial relationships they feel in a reciprocal relationship. In POS theory, when employees feel supported by the organization, their sense of responsibility toward the well-being and goals of the organization increases (Park et al., 2016). Employees with high organizational support have greater and superior creativity (Shantz et al., 2016), higher commitment (Gupta et al., 2016), and optimal performance (Vatankhah et al., 2017).

1. Values employee contributions
2. Pays attention to employee welfare
3. Cares about employees
4. Proud of the work success of its employees

Employee Diligence

1. Responsibility
2. Get work done on time
3. Come to work on time

Employee Performance

Performance is the overall result of a person during a certain period in carrying out tasks, such as work standards, targets, or criteria that have been predetermined and mutually agreed upon (Kartiko, 2020). Performance is a multidimensional concept that includes three aspects, namely attitude, ability, and achievement. Therefore, it can be interpreted that performance is the result of quantity and quality achieved by an employee in carrying out his job duties under the responsibilities given to him. Employee performance is not just information for promotion or salary determination for the company. However, companies can motivate employees and devise a plan to correct the avoidable slump.

1. Work Quality
2. Working quantity
3. Collaboration
4. Responsibility
5. Initiative

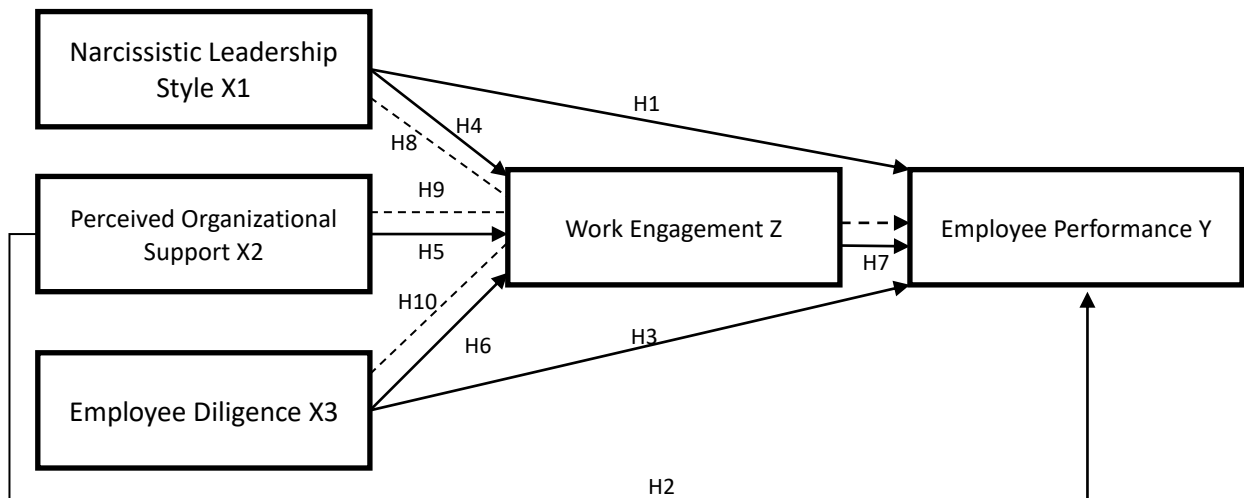
(Bealu, 2022)

Work Engagement

Work engagement is a concept of thought where employees who have a sense of engagement in other words feel attached to their work so that when working will be more enthusiastic in doing work. Involvement means psychological presence when occupying and performing roles in the organization.

1. Vigor
2. Dedication
3. Absorption

Thinking Framework



H1: Narcissistic Leadership Style has a significant effect on Employee Performance

H2: Perceived Organizational Support has a significant effect on Employee Performance

H3: Employee Diligence has a significant effect on Employee Performance

H4: Narcissistic Leadership Style Significantly Affects Work Engagement

H5: Perceived Organizational Support has a significant effect on Work Engagement

H6: Employee Diligence has a significant effect on Work Engagement

H7: Work Engagement has a significant effect on Employee Performance

H8: Narcissistic Leadership Style Significantly Affects Employee Performance Mediated Work Engagement

H9: Perceived Organizational Support Significantly Affects Employee Performance Mediated Work Engagement

H10: Employee Diligence Has a Significant Effect on Employee Performance Mediated Work Engagement

RESEARCH METHODS

Research Methods

This study used quantitative research methods. Quantitative research is a scientific research method that uses a quantitative approach to collect and analyze data. In quantitative research, data is collected in the form of numbers or numerical data, and statistical analysis is used to compile and interpret findings. This method is objective, measuring variables that can be measured numerically, and looking for relationships or patterns in the data (Unaradjan, 2019). The data collection technique used in this study was a questionnaire. The population of this study is all employees at insurance companies in Indonesia. The sample of this study was 100 employees taken by purposive sampling with the criteria of employees who had worked at least one year in a village government and who had a narcissistic leadership style, perceived organizational support, and employee sincerity and work engagement. The data that has been collected is then analyzed using the help of a statistical program, namely SPSS.

RESULT

Validity Test

Validity tests are carried out to guarantee that the measurements used are accurate and reliable.

Table 1. Validity Test

Correlations

		Narcissistic Leadership	Perceived Organizational	Employee Diligence	Work Engagement	Employee Performance	TOTAL
Narcissistic Leadership	Pearson Correlation	1	.596**	.493**	.462**	.192	.754**
	Sig. (2-tailed)		<.001	<.001	<.001	.056	<.001
	N	100	100	100	100	100	100
Perceived Organizational	Pearson Correlation	.596**	1	.608**	.549**	.295**	.860**
	Sig. (2-tailed)	<.001		<.001	<.001	.003	<.001
	N	100	100	100	100	100	100
Employee Diligence	Pearson Correlation	.493**	.608**	1	.534**	.319**	.792**
	Sig. (2-tailed)	<.001	<.001		<.001	.001	<.001
	N	100	100	100	100	100	100
Work Engagement	Pearson Correlation	.462**	.549**	.534**	1	.218*	.697**
	Sig. (2-tailed)	<.001	<.001	<.001		.029	<.001
	N	100	100	100	100	100	100
Kinerja Karyawan	Pearson Correlation	.192	.295**	.319**	.218*	1	.560**
	Sig. (2-tailed)	.056	.003	.001	.029		<.001
	N	100	100	100	100	100	100
TOTAL	Pearson Correlation	.754**	.860**	.792**	.697**	.560**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	
	N	100	100	100	100	100	100

Based on the data in table 1 it can be seen that all instruments have pearson correlation values greater than $r_{Table} = 0.163$ ($N = 100$) and Sig. (2-tailed) correlation values for all .000 items are smaller than 0.05 so that it can be concluded that all statement items are declared valid, so the questionnaire is declared valid for use.

Reliability Test

Reliability testing is a statistical method used to measure the extent to which an instrument or measuring instrument is consistent and reliable in measuring a concept or

variable. Reliability measures the level of accuracy and consistency of measurement results from a measuring instrument or instrument.

Table 2. Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.772	5

Based on the reliability test in table 2, a Cronbach Alpha value of 0.772 was obtained which is greater than 0.600 so that the questionnaire was declared to have a good level of consistency and reliability to be used in future research.

Uji Hypoplant

A hypothesis test is a statistical procedure used to make decisions about a statement or hypothesis proposed about a parameter in a population based on information from a sample of data. The main purpose of hypothesis testing is to perform statistical inference or draw conclusions related to the population based on data taken from the sample.

Table 3. Test the hypothesis

Hipotesis	Sig value.	Results
H1: Narcissistic Leadership Style has a significant effect on Employee Performance	.046	Accepted Hypothesis
H2: Perceived Organizational Support has a significant effect on Employee Performance	.001	Accepted Hypothesis
H3: Employee Diligence has a significant effect on Employee Performance	.001	Accepted Hypothesis
H4: Narcissistic Leadership Style Significantly Affects Work Engagement	.001	Accepted Hypothesis
H5: Perceived Organizational Support has a significant effect on Work Engagement	.001	Accepted Hypothesis
H6: Employee Diligence has a significant effect on Work Engagement	.001	Accepted Hypothesis
H7: Work Engagement has a significant effect on Employee Performance	.029	Accepted Hypothesis

Based on table 3 of the hypothesis test results, a significance value of < 0.05 is obtained, which means that the entire hypothesis is accepted.

Test Mediation

Mediation test is a statistical analysis used to test whether the existence of an intermediate variable (mediator) explains or relates the relationship between the independent variable and the dependent variable in a model. In this study, the mediation test used the help of SPSS software with the extension of the mediator test from Andrew F. Hayes.

Table 4. Test Mediation

Hipotesis	P Value	Results
H8: Narcissistic Leadership Style Significantly Affects Employee Performance Mediated Work Engagement	.000	Accepted Hypothesis
H9: Perceived Organizational Support Significantly Affects Employee Performance Mediated Work Engagement	.000	Accepted Hypothesis
H10: Employee Diligence Has a Significant Effect on Employee Performance Mediated Work Engagement	.000	Accepted Hypothesis

Based on table 4 of the hypothesis test results obtained a p value of < 0.05 , which means that the entire hypothesis is accepted.

Coefficient of Determination Test

The coefficient of determination test, commonly referred to as R-squared (R^2), is a method used to measure how well a linear regression model can account for variations in the dependent variable. The coefficient of determination expresses the percentage of variation in the dependent variable that can be explained by the independent variable in the regression model.

Table 5. Coefficient of Determination Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.344 ^a	.119	.081	2.15263

a. Predictors: (Constant), Work Engagement, Narcissistic Leadership, Employee Diligence, Perceived Organizational

Table 5 shows that the coefficient of determination (R Square) has a value of 0.119, which is equivalent to 11.9%. This means that the influence of narcissistic leadership style, perceived organizational support, and employee sincerity on employee performance with work engagement as a mediating variable in insurance companies influences 11.9%. Meanwhile, 88.1% of other influencing factors were not explained in the study.

DISCUSSION

Narcissistic Leadership Style has a significant effect on Employee Performance

The results showed that Narcissistic Leadership Style has a significant effect on Employee Performance. Leaders with a narrative leadership style tend to lead with strong authority and focus on their achievements. In this context, research has found that employees working under narcissistic leadership often respond positively to their performance levels. This can be due to an internal drive to meet the high expectations of narcissistic leaders and a desire to gain recognition from them. Nevertheless, keep in mind that the impact of narcissistic leadership styles on employee performance can vary and is not always positive. Narcissistic leaders may also tend to pay less attention to the needs of the team or organization as a whole, focusing on their accomplishments.

The results of previous research by Suhardoyo (2022) showed that positive and negative influences decisions and actions. The results of this study are: (1) narcissistic dimensions of leadership include authority, self-sufficiency, superiority, exhibitionism, exploitation, arrogance, entitlement, leadership/authority, acceptance/admiration, superiority/arrogance, exploitation/rights, while narcissistic leadership factors psychological factors, biological factors, sociological factors characteristic factors, cultural factors, environmental factors, and structural factors (2) the role of narcissistic leadership in transformation Organization as Charismatic Role and Instrumental Role (3) Narcissistic influence Leadership includes negative influences: manipulating others and coercing, irritability, emphasis on management, lack of management practices, not understanding one's own abilities, resulting in failure while positive influences: flexibility, tenaciousness, transparency, communicative, having assertiveness, having a clear vision and as problem-solving.

Another study by Saefuddin & Emilisa (2023), shows that there is an influence between Ethical Leadership, Despotism Leadership, Narcissistic Leadership, and Affective Commitment on Turnover Intention at PT Elang Pangarep Indonesia and its subsidiaries. The managerial implications of this study provide insight to PT Elang Pangarep Indonesia to continue to improve Ethical Leadership, reduce the level of Despotism and Narcissistic Leadership, and maintain effective commitment to reduce employee turnover intentions.

Perceived Organizational Support has a significant effect on Employee Performance

The results showed that Perceived Organizational Support had a significant effect on Performance. Employees who feel supported by their organization tend to show better levels of performance. Organizational support can come from many forms, including fair human resource policies, transparent promotions, and work environments that support individual growth and development. Employees who feel this support are more likely to feel connected to organizational goals, highly motivated, and more committed to making the maximum contribution to organizational success.

The results of this study are in line with the results of previous research by Pratiwi & Muzakki (2021) showing that the perception of organizational support has a positive and significant effect on organizational commitment with an R-Square value of 0.9123 (91.23%). Perceived organizational support has a positive and significant effect on employee performance with an R-Square value of 0.8997 (89.97%). Another study by Diana & Frianto (2021) shows that perceptions of organizational support have a negative influence and do not have a significant effect on employee performance, employee engagement has a significant and positive effect on employee performance, and perceptions of organizational support and employee engagement have a positive influence and have a significant effect on employee engagement. UD. Zacyndo can improve POS better by paying attention to employee welfare to produce maximum performance. In addition, improving strong relationships with each employee can help the organization achieve the expected goals.

Employee Diligence has a significant effect on Employee Performance

The results showed that Employee Diligence had a significant effect on Employee Performance. Employees who show a high level of sincerity tend to make a maximum contribution in the implementation of their duties and responsibilities. Employee Diligence includes a proactive attitude, discipline, and high morale. Employees who have these characteristics are usually more focused, and responsible, and have an intrinsic drive to achieve optimal work results. These findings provide a deep understanding for human resource management and organizational leaders to recognize the importance of encouraging Employee Diligence to improve employee performance. Employee development strategies, training, and creating a work environment that supports sincerity can be effective measures to motivate employees and increase their productivity.

Narcissistic Leadership Style has a significant effect on Work Engagement

The results showed that Narcissistic Leadership Style has a significant effect on Work Engagement. Leaders who exhibit narrative leadership traits can create work environments that motivate employees to engage more deeply with their work. Employees may respond positively to a narcissistic leader's level of ambition and confidence, which can boost their morale and engagement in job tasks. While there are positive repercussions, keep in mind that the Narcissistic Leadership Style can also carry risks, such as a lack of attention to collective needs and an excessive focus on personal achievements. By understanding the complexity of the relationship between Narcissistic Leadership Style and Work Engagement, organizations can take strategic steps in leadership development and human resource management.

Perceived Organizational Support has a significant effect on Work Engagement

The results showed that Perceived Organizational Support had a significant effect on Work Engagement. Employees who feel supported by the organization tend to show higher levels of work engagement. This support can involve various aspects, such as fair human resource policies, open communication, recognition of achievements, and organizational efforts to improve employee well-being. Employees who feel this support tend to be more motivated, committed, and actively engaged in their work. This research provides a deep understanding for human resource management and organizational leaders to assess the importance of creating a work environment that supports and pays attention to employee needs.

The results of this study are in line with the results of previous research by Zuanda (2020), The results showed (a) Self-efficacy had a positive and significant effect on OCB of 3.117 with a significant level (0.0030.05) (c) Employee Engagement had a positive and insignificant effect on OCB of 1.089 with a significant level (0.280). Another study by Trisnawati et al (2021) shows that digital intelligence, authentic leadership, and perceptions of organizational support affect work engagement. The research shows the level of work engagement, digital intelligence, authentic leadership, perceived organizational support and how digital intelligence, authentic leadership, and perceived organizational support affect work engagement. Employers or organizations can use this research to increase their employees' work engagement by paying attention to their employees' level of digital intelligence and implementing authentic leadership and perceived organizational support.

Employee Diligence has a significant effect on Work Engagement

The results showed that Employee Diligence had a significant effect on Work Engagement. Employees who show high sincerity tend to have higher levels of work engagement. Employee Diligence includes proactive attitude, discipline, and high morale. Employees with these characteristics may feel emotionally connected to their work, have intrinsic motivation, and feel called to make maximum contributions. Employee development strategies that encourage conscientiousness, reward hard work, and create a supportive work environment can be effective measures to strengthen work engagement and increase employee productivity. Therefore, an understanding of the positive impact of Employee Diligence on Work Engagement can help organizations design more effective and sustainable management policies.

Work Engagement has a significant effect on Employee Performance

The results showed that Work Engagement had a significant effect on Employee Performance. Employees who show high levels of job engagement tend to perform better. Work engagement includes emotional engagement, cognitive engagement, and behavioral engagement, which creates a positive attitude and dedication to work. Employees who feel emotionally connected to work, feel meaningful and have high levels of motivation are more likely to make maximum contributions to the organization. Therefore,

organizations can design management policies and programs that support work engagement, such as creating a positive work environment, providing development opportunities, and recognizing employee contributions. The results of this study are in line with the results of previous research by Handoyo (2017) showing that Employee Engagement has a positive and significant effect on Employee Performance. In another study by Sim (2016) employee engagement variables, namely vigor, dedication, and absorption have a significant and simultaneous effect on employee performance. Vigor has the most dominant influence on employee performance at Rodex Travel Surabaya.

Narcissistic Leadership Style has a significant effect on Employee Performance Mediated Work Engagement

Leaders who adopt a narrative leadership style may be able to create a work environment that motivates employees to engage more deeply in their work. Employees who respond positively to the ambitious drive and confidence of narcissistic leaders may experience higher levels of work engagement, which in turn improves their performance in the context of the insurance industry. Nevertheless, keep in mind that the Narcissistic Leadership Style can carry risks, such as a lack of attention to collective needs and an excessive focus on personal achievements. Therefore, this study provides a deep understanding of the complexity of the relationship between narrative leadership style, Work Engagement, and employee performance in the context of the insurance industry. The implications of this research can help village government leaders to design balanced leadership strategies, maximize job engagement rates, and improve overall organizational performance.

Perceived Organizational Support has a significant effect on Employee Performance Mediated Work Engagement

Perceived Organizational Support (POS) reflects employees' perceptions of the extent to which the organization provides support to their needs and well-being. Research findings show that POS has a significant influence on improving employee performance, and that influence is partly mediated by the level of Work Engagement. Employees who feel supported by the organization in various aspects, such as fair human resource policies, open communication, and career development opportunities, tend to show higher levels of performance. POS creates an emotional bond between employees and the organization, which can increase work engagement rates. Employees who feel emotionally, cognitively, and behaviorally engaged with their work have the potential to improve individual performance and contribute positively to the achievement of organizational goals. This research provides important insights for village government leaders to understand that creating a supportive work environment that pays attention to employee needs can have a positive impact on organizational performance. By understanding the complexity of the relationship between POS, Work Engagement, and employee performance, insurance companies can design management policies and practices that strengthen employee well-being, increase work engagement, and overall improve organizational performance.

Employee Diligence has a significant effect on Employee Performance Mediated Work Engagement

Employees who demonstrate a high level of sincerity tend to perform better in the context of the insurance industry. Employee Diligence includes a proactive attitude, discipline, and high morale. Employees with these characteristics may feel emotionally connected to their work, feel meaningful, and have a high level of motivation to make maximum contributions. This research provides a deep understanding for village government leaders that encouraging Employee Diligence can be an effective strategy to improve employee performance. By understanding the mediating role of Work Engagement, insurance companies can design management policies and programs that support employee conscientiousness, create a positive work environment, and increase overall motivation

and productivity. The implications of this research could help insurers to maximize individual performance potential and achieve their organizational goals more efficiently.

CONCLUSION

Narcissistic leadership style, perceived organizational support, and employee sincerity have a positive and significant influence on employee performance, with work engagement acting as a mediating variable. Nonetheless, it is important to note that the adoption of a narcissistic leadership style should be done judiciously, given the potential negative impact on employee performance. In organizational support, improved perceptions of organizational support can be achieved through the implementation of programs that support employee well-being and development. Therefore, creating a conducive work environment and focusing on employee well-being can contribute positively to their performance. In addition, the level of sincerity of employees in carrying out their duties can be increased through proper motivation and appropriate rewards. Providing adequate encouragement and appreciation to employees can be an important factor in maintaining their level of sincerity at work.

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