

RINGKASAN

Taking charge behavior, yaitu tindakan sukarela untuk memperbaiki atau mengubah proses kerja, menjadi perhatian utama dalam penelitian ini. Tujuannya adalah untuk menguji pengaruh tiga dimensi *paternalistic leadership*; *authoritarian*, *benevolent*, dan *moral leadership* terhadap *taking charge behavior* dengan mempertimbangkan peran mediasi *psychological capital*. Metode kuantitatif digunakan melalui survei terhadap 127 pegawai Kementerian Agama (Kemenag) dan Kantor Urusan Agama (KUA) di Kabupaten Pematang Jaya. Analisis data dilakukan menggunakan *Structural Equation Modeling* berbasis *Partial Least Squares* (PLS).

Hasil menunjukkan bahwa *authoritarian leadership* berpengaruh negatif signifikan terhadap *taking charge behavior*, sementara *moral leadership* memberikan pengaruh positif signifikan. *Benevolent leadership* tidak menunjukkan pengaruh langsung yang signifikan. *Psychological capital* terbukti memediasi hubungan antara *authoritarian* dan *moral leadership* terhadap *taking charge behavior*. Mediasi juga ditemukan pada hubungan antara *benevolent leadership* dan *taking charge behavior*, meskipun hasil ini tidak sepenuhnya selaras secara teoritis.

Temuan ini memperluas pemahaman mengenai dinamika kepemimpinan paternalistik dalam membentuk perilaku proaktif pegawai. Pengaruh kepemimpinan tidak selalu bersifat langsung, melainkan dapat bekerja melalui kondisi psikologis individu. Peran *psychological capital* sebagai mediator memperkuat pendekatan yang menggabungkan dimensi kepemimpinan dengan faktor internal dalam menjelaskan perilaku kerja positif, terutama di sektor publik. Temuan ini juga membawa implikasi praktis bagi pengelolaan sumber daya manusia. Penguatan *psychological capital* perlu menjadi bagian dari strategi pengembangan pegawai, bukan hanya melalui pelatihan teknis, tetapi juga melalui program yang membangun kepercayaan diri, optimisme, harapan, dan ketahanan. Organisasi perlu mempertimbangkan dampak gaya kepemimpinan terhadap motivasi dan inisiatif pegawai, agar tercipta lingkungan kerja yang mendukung perubahan dan keterlibatan aktif.

Kata kunci: *Paternalistic Leadership, Authoritarian Leadership, Benevolent Leadership, Moral Leadership, Psychological Capital, Taking Charge Behavior.*

SUMMARY

Taking charge behavior, defined as voluntary actions to improve or change work processes, serves as the primary focus of this study. The research aims to examine the influence of three dimensions of paternalistic leadership; authoritarian, benevolent, and moral leadership on taking charge behavior, while also considering the mediating role of psychological capital. A quantitative method was employed through a survey conducted with 127 employees of the Ministry of Religious Affairs (Kemenag) and the Office of Religious Affairs (KUA) in Pemalang Regency. Data analysis was carried out using Structural Equation Modeling with the Partial Least Squares (PLS) approach.

The results indicate that authoritarian leadership has a significant negative effect on taking charge behavior, while moral leadership exerts a significant positive effect. Benevolent leadership does not have a direct significant influence. Psychological capital was found to mediate the relationships between both authoritarian and moral leadership and taking charge behavior. Although mediation was also observed in the relationship between benevolent leadership and taking charge behavior, this finding is not fully consistent with theoretical expectations.

These findings broaden the understanding of how paternalistic leadership dynamics shape employees' proactive behavior. Leadership influence is not always direct; rather, it can operate through employees' psychological conditions. The role of psychological capital as a mediator strengthens an approach that integrates leadership dimensions with internal employee factors in explaining positive work behaviors, particularly in the public sector. The results also provide practical implications for human resource management. Strengthening psychological capital should be an integral part of employee development strategies, not only through technical training, but also through programs that build self-confidence, optimism, hope, and resilience. Organizations need to be mindful of how leadership styles affect employee motivation and initiative in order to foster a work environment that supports change and active engagement.

Keywords: *Paternalistic Leadership, Authoritarian Leadership, Benevolent Leadership, Moral Leadership, Psychological Capital, Taking Charge Behavior*