

The Influence Of Authentic Leadership On Employee Performance Through Organizational Culture At PT. Semen Kupang Nusa Tenggara Timur

Original Article

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Abstract

This study aims to analyze the influence of authentic leadership on employee performance through organizational culture at PT. Semen Kupang in East Nusa Tenggara. Authentic leadership is defined as a leadership style that is based on authenticity, transparency, and strong ethics, which is expected to improve employee performance. This study uses a quantitative approach with a survey method to collect data from employees of PT. Semen Kupang. The research instrument is in the form of a questionnaire that has been tested for validity and reliability. The data obtained was analyzed using path analysis techniques to see the direct and indirect relationships between authentic leadership variables, organizational culture, and employee performance. The results of the study show that authentic leadership has a positive and significant influence on employee performance, both directly and through the mediation of organizational culture. These findings indicate that authentic leadership not only improves employee performance directly but also reinforces a positive organizational culture, which in turn improves overall performance. This research makes an important contribution to the leadership and management literature, as well as provides practical implications for companies in developing effective leadership strategies and organizational culture to improve employee performance.

Keywords: Authentic Leadership, Employee Performance, Organizational Culture, Leadership Effectiveness, Cement industry.

1. Introduction

In this era, companies are faced with complex challenges involving global market dynamics, technological developments, and changing consumer patterns. In the face of these challenges, effective leadership is key to maintaining competitiveness and ensuring business continuity. One of the leadership paradigms that is increasingly discussed and recognized globally is authentic leadership (Kaya & Karatepe, 2020; Novitasari et al., 2020). Authentic leadership creates a foundation for understanding and responding to changes in a fast-paced and complex business environment. The integrity, honesty, and organizational culture of the leader's personality with his team members are the main points in this concept. At the local level, PT. Semen Kupang Nusa Tenggara Timur faces specific challenges in improving employee performance. These challenges not only stem from internal organizational dynamics and work culture, but are also influenced by the local work environment that requires a deep



understanding. Organizational dynamics that may be more complex in local government environments can be a barrier to employee efficiency and motivation. In this context, authentic leadership, with a focus on personal organizational integrity and culture, is expected to help overcome those organizational barriers, create a supportive and rewarding environment for employees. Additionally, a typical local work culture can have a significant impact on employee motivation and commitment. Authentic leadership that is able to understand and appreciate local values can shape a work climate where employees feel accepted and treated fairly, increasing job satisfaction and productivity. Furthermore, the local work environment may have characteristics that require special adaptations in leadership approaches. By investigating the extent to which authentic leadership can play a role in improving employee performance in this local context, this research is expected to provide in-depth insights into the implementation of global leadership concepts at a very local level. The results of this research are expected to be the basis for the development of a more effective leadership strategy and in accordance with the unique context of PT. Semen Kupang Nusa Tenggara Timur.

Authentic leaders provide inspiration and motivation for employees to achieve common goals. In the context of drinking water organizations, where public services are the main focus, this motivation can create a high commitment to the provision of quality services to the community. Authentic leadership helps create a clear vision and provides strong direction, moving employees towards the achievement of organizational goals. Thus, authentic leadership is not only about a morally strong leadership model, but it is also the key to forming a work culture that encourages high performance, motivation, and organizational culture. In the context of PT. Semen Kupang East Nusa Tenggara, where public services are very important, authentic leadership is the foundation to achieve operational excellence and provide maximum benefits to the community. Organizational culture has a very important role in improving performance at PT. Semen Kupang Nusa Tenggara Timur. First of all, organizational culture creates a positive and productive work climate. In the context of drinking water services, where tasks can involve a wide range of roles, from technical experts to administrative personnel, organizational culture ensures that each team member feels valued and has a significant role. This creates a collaborative atmosphere where individual ideas and skills can contribute optimally (Duarte et al., 2021; Goestjahjanti et al., 2020; O'Connor & Crowley-Henry, 2019; Purwanto et al., 2021).

Based on the above description, research gaps arise, although authentic leadership and organizational culture have been extensively researched, specific research in the context of general enterprise drinking water areas at the local level, especially, is still limited. Some previous research may have focused on a specific business or industry, but there has been no in-depth research on the impact of authentic leadership on organizational culture and employee performance in regional drinking water environments at the local level. The unique factors that affect the dynamics of public sector organizations at the regional level create the need for further investigation. This research aims to fill this knowledge gap by investigating the implementation of authentic leadership at PT. Semen Kupang Nusa Tenggara Timur, Magetan Regency, and its impact on the level of organizational culture and employee performance. By emphasizing this local context, this research is expected to make a significant contribution to the understanding of leadership dynamics and organizational culture in the public service sector at the local level. The novelty of this research lies in its focus on PT. Semen Kupang East Nusa Tenggara and the implementation of authentic leadership at the local level. This research provides valuable insights for practitioners and decision-makers in the area by providing concrete guidance on how authentic leadership can improve employee performance

in the context of these public sector organizations. The findings of this research can also serve as a basis for the development of management policies or initiatives at the regional level, contribute to the improvement of the leadership practices and performance of PT. Semen Kupang Nusa Tenggara Timur, as well as have a positive impact on public services and the welfare of the local community.

The urgency of this research arises from the urgent need to improve the performance of PT. Semen Kupang Nusa Tenggara Timur, with the main goal of providing optimal clean water services to the community. As a provider of vital services that directly affect the welfare of the community, regional drinking water companies have a great responsibility in meeting the basic needs of the population for clean water. Authentic leadership is considered an effective instrument to achieve this goal, as the concept not only encourages the honesty and integrity of the leader, but also stimulates the culture of the organization. With a strong organizational culture, it is expected that employees will be more dedicated to improving operational efficiency and service to the community. Therefore, this research is important as a first step to identify the extent to which the implementation of authentic leadership can have a positive impact on the performance of PT. Semen Kupang Nusa Tenggara Timur, and how it can be applied effectively to improve clean water services to the people of Magetan Regency. The success of this research will not only provide valuable insights for the management of PT. Semen Kupang Nusa Tenggara Timur, but it can also have significant positive implications for the welfare of the community as a whole.

Based on the research background as described in the previous paragraphs, the researcher compiled and proposed the formulation of the quantitative problem as follows:

- a) Does Authentic Leadership affect Employee Performance at PT. Semen Kupang Nusa Tenggara Timur?
- b) Does Authentic Leadership affect the organizational culture at PT. Semen Kupang Nusa Tenggara Timur?
- c) Does organizational culture affect Employee Performance at PT. Semen Kupang Nusa Tenggara Timur?
- d) Does Authentic Leadership have a positive and significant effect indirectly through organizational culture on employee performance at PT. Semen Kupang Nusa Tenggara Timur?

2. Literature Review

2.1. Human Resource Management

Human Resource Management (HR) theory is closely related to the concept of authentic leadership, organizational culture, and employee performance. The concept of authentic leadership, which emphasizes the integrity, honesty, and organizational culture of the leader's personal team and his team, is in accordance with the HR management approach that focuses on the development and empowerment of human resources. Within the framework of HR Management theory, organizational culture is considered a crucial factor for increasing productivity and job satisfaction. Authentic leadership, with a focus on personal organizational culture, creates a climate where employees feel valued, heard, and have meaningful contributions. This is in line with HR management principles that suggest a more personalized approach in understanding and meeting the needs of employees to achieve an optimal level of organizational culture (Awan et al., 2020; Goestjahjanti et al., 2020). At the employee performance level, HR Management theory emphasizes performance management and employee assessment. Authentic leadership can positively impact performance by

providing honest feedback, providing support in skill development, and creating a motivating work environment. By motivating employees through authentic values, authentic leadership can spark increased productivity and positive contributions to organizational goals.

2.2. Authentic Leadership

Authentic leadership is the focus of an in-depth theoretical study in the field of management and leadership. (Lai et al., 2020) developed a conceptual model that includes key aspects of authentic leadership, including self-awareness, transparency, honesty, and morality. They emphasize that authentic leaders are able to create an environment where employees feel valued and empowered. In their book titled "Authentic Leadership: A Self, Leader, and Spiritual Identity Perspective," Hitti, (Nakkash, and Ghantous, 2020) explore the dimensions of authentic leadership from the perspective of self-identity, spirituality, and self-understanding. This research provides insight into the complexities of authentic leadership at the individual and spiritual levels.

2.3. Organizational Culture

Organizational culture is an important dimension in human resource management that significantly affects the productivity and performance of the organization. Organizational culture theory includes a variety of perspectives to understand the factors that motivate employees to actively participate in their work. According to the expectancy theory, Vroom (1964) states that the culture of an organization depends on its belief that the effort it puts in will result in the performance that the organization desires and appreciates. (Herzberg's, 1959) motivational theory highlights the importance of motivational factors and hygiene factors in creating a sustainable organizational culture, where motivational factors, such as achievement and recognition, have a positive impact on organizational culture. Social psychology theories, especially social identity theories by (Tajfel and Turner, 1979), illustrate that organizational culture is also influenced by group identities in the workplace. A sense of identity and pride in the work group can improve the culture of the organization. In addition, the expectation theory of work organizational culture theory by (Kahn, 1990) shows that organizational culture involves employees as a whole, both physically, cognitively, and emotionally, in carrying out their duties.

2.4. Employee Performance

The theoretical study of employee performance includes an in-depth understanding of the various factors that affect the productivity and contribution of individuals in an organization. Herzberg's Motivation Theory (Semedo et al., 2019) emphasizes the importance of motivational factors, such as achievement, responsibility, and recognition, in improving employee morale and performance. Vroom's Expectancy Theory highlights the relationship between an individual's expectation of an outcome and the effort required to achieve it, forming a basis for understanding how an individual's beliefs can shape performance levels. Organizational Justice Theory creates an understanding of how employees' perceptions of fairness, resource distribution, and organizational decisions can affect their motivation and performance. Hersey-Blanchard's Situational Leadership Theory (Rasool et al., 2021) provides a perspective on the importance of adjusting leadership styles to employee readiness and abilities. Meanwhile, McGregor's X and Y Theory (2021) explores managers' views on the nature of employees, which can shape managerial mindsets and interactions with teams. The integration of these theories provides rich insights for developing a holistic management strategy, enabling organizations to design policies and practices that support employee performance improvement.

2.5. Conceptual Framework and Hypothesis

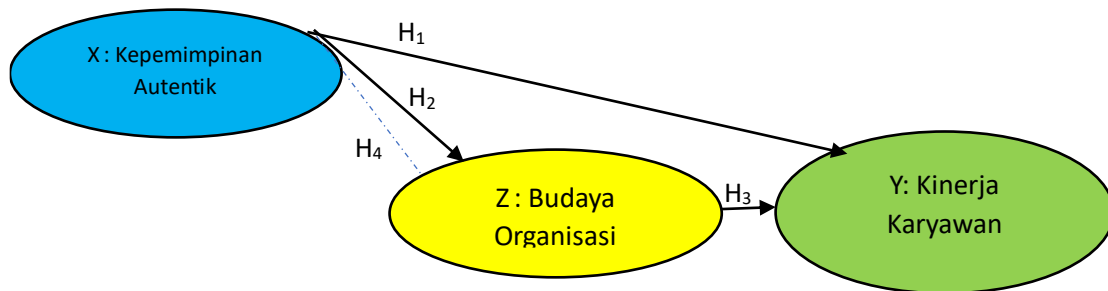


Figure 1. Conceptual Framework

Hypothesis:

Based on this explanation, the following hypotheses can be drawn:

H1: Authentic Leadership can Affect Employee Performance at PT. Semen Kupang Nusa Tenggara Timur

H2: Authentic Leadership can influence organizational culture at PT. Semen Kupang Nusa Tenggara Timur

H3: Organizational culture can affect Employee Performance at PT. Semen Kupang Nusa Tenggara Timur

H4: Authentic Leadership has a positive and significant effect indirectly through organizational culture on Employee Performance at PT. Semen Kupang Nusa Tenggara Timur.

3. Methods

This research will use a type of quantitative research that seeks to explain the relationship between variables through a framework of thought, which is then formulated in the form of a hypothesis. This research will also generally explain, measure, and control a problem quantitatively. The quantitative method is a scientific measurement where the data is in the form of numbers or numbers obtained through structured questions to find answers. To achieve the research objectives, this research method uses explanatory descriptives. This research is said to be explanatory descriptive to find out the reasons for a phenomenon. Populations have quantities and characteristics that are determined by researchers. In this study, the selected population is employees at PT. Semen Kupang Nusa Tenggara Timur, which amounts to 200 employees. The method used to collect samples is called "probability sampling with simple random sampling," where each member of the population has the same tendency to be selected as a sample, and each member of the population is given a unique number as the next sample. To determine whether the number of samples is equal to the number of people present, a sample size calculator was used, with a margin of error of 5%, and a population of 200 employees or +50% of the total population, so that a research sample amounted to 132 samples. The data used for this study is primary data obtained from the main sources in the research related to the variables being studied. The results of primary data can be in the form of respondents' responses to the questionnaire that has been distributed. In this study, primary data is in the form of questionnaire recap results that were previously shared in the form of a Google Form. In accordance with the formulation of the problem and the objectives of the research, as well as the hypothesis tested in this study, the data analysis technique used in this study is Structural Equation Modeling (SEM), a combined analysis technique between factor analysis and regression analysis, and its application is carried out simultaneously.

4. Results and Discussion

In the future, improving the quality of basic education in Loura District must include aspects of access, quality, and relevance, with an emphasis on strengthening character, local culture, and technology. In addition, the synergy between local governments, schools, the community, and the private sector needs to be expanded so that the goal of improving the lives of Loura children can be achieved evenly and sustainably. An overview of the Primary School in Loura District shows that, despite being in challenging geographical and economic conditions, the potential for development is enormous. With the support of partisan policies, infrastructure improvements, teacher capacity building, and active community participation, primary education in Loura can be a solid foundation to form a young generation that is intelligent, resilient, and globally competitive, but still rooted in local values and Sumba culture.

4.1. Characteristics of Respondents by Gender

Table 1. Characteristics of Respondents

Karakteristik responden	Frequency	percent
Laki-laki	95 karyawan	68.4%
Perempuan	37 karyawan	31.6%
Total	132 siswa	100%

Source: Data processed, 2025

The researcher distributed questionnaires to 132 employee respondents at PT. Semen Kupang directly as a sample.

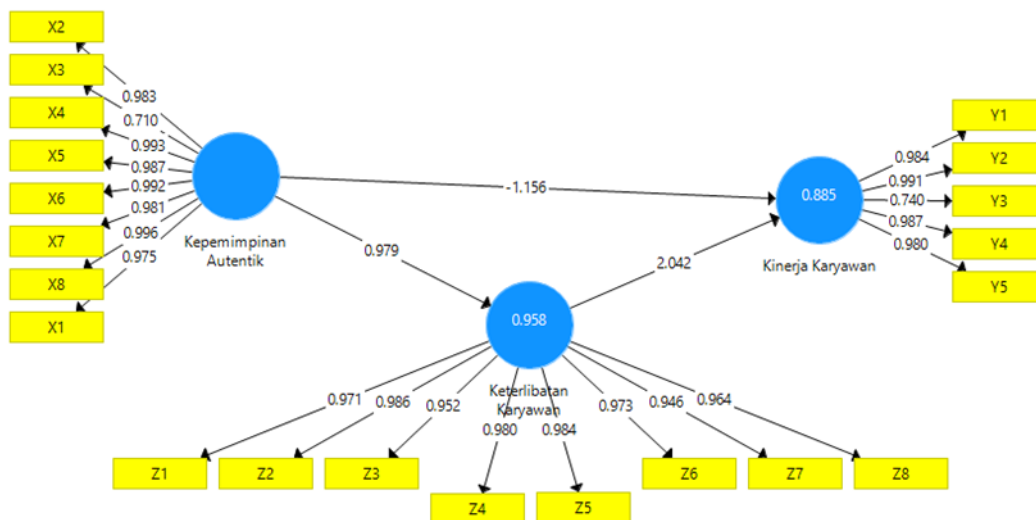


Figure 2. Model PLS

This study uses SEM-PLS to test a series of hypothetical research relationships of Authentic Leadership (X), Organizational Culture (Z), and Employee Performance (Y) variables in PT. Semen Kupang employees. The steps of SEM-PLS analysis refer to the procedure developed by Chin (1999), and Hair, et., all. (2020), which includes: (1) evaluation

of measurement models (outer models); (2) evaluation of structural models (inner models), (3) goodness of fit, and (4) hypothesis testing.

Table 2. Direct Impact Testing

	Relationship	β	<i>T-value</i>	<i>P-values</i>	Decision
H1	Authentic Leadership -> Organizational Culture	0,979	109,757	0,000	Confirmed
H2	Authentic Leadership -> Employee Performance	-1,156	2,105	0,036	Confirmed
H3	Organizational Culture -> Employee Performance	2,042	3,940	0,000	Confirmed

Source: Data processed

The first hypothesis of this study is that authentic leadership has a positive and significant effect on Organizational Culture. The results of data processing obtained a t-value on the influence of authentic leadership on Organizational Culture in Table 4.4 of $109.757 > 1.97$, and a p-value of $0.000 < 0.005$. Thus, it can be concluded that the first hypothesis of this study is accepted. This means that statistically authentic leadership has a positive and significant effect on the tested Organizational Culture. Hypothesis: The second hypothesis of this study Authentic leadership has a positive and significant effect on employee performance. The results of data processing obtained a t-value value on the influence of authentic leadership on employee performance in table 4.4 of $2.105 > 1.97$, and a p-value of $0.000 < 0.005$. Thus, it can be concluded that the hypothesis of both of these studies is accepted, that is, statistically authentic leadership has a positive and significant effect on the performance of tested employees. Hypothesis: The third hypothesis of this study Organizational Culture has a positive and significant effect on employee performance. The results of data processing obtained a t-value on the influence of Organizational Culture on employee performance in Table 4.4 of $3.940 > 1.97$, and a p-value of $0.000 < 0.005$. Thus, it can be concluded that the hypothesis of the three studies is rejected, that is, statistically, the Organizational Culture has a positive and significant effect on the performance of the tested employees.

Table 3. Indirect Influence Testing

	Immediate effect				Indirect effect (after bootstrapping)				Decision
		β	<i>T-value</i>	p-value		β	<i>T-value</i>	p-value	
H4	Organizational Culture -> Employee Performance	2,042	3,940	0,000	Authentic Leadership -> Organizational Culture -> Employee Performance	1,998	3,988	0,000	Mediator

The results of the fourth hypothesis test in Table 3, the relationship of authentic leadership variables to employee performance through Organizational Culture, showed an indirect path coefficient value of 1.998 with a calculated t-value of 3.988, which means less than 1.97 and a p-value of 0.000 or less than 0.05. These results mean that Organizational Culture has a significant influence on mediating authentic leadership on employee performance.

4.2. Discussion

4.2.1. The Influence of Authentic Leadership on Organizational Culture at PT. Semen Kupang

The Influence of Authentic Leadership on Organizational Culture at PT. Semen Kupang. Based on the results of the study, it is known that the proof of the first hypothesis of the research is shown by the variable of authentic leadership has a positive and significant influence on the Organizational Culture at PT. Semen Kupang. These results are in line with previous research conducted by (Audet et al., 2019; Bécharde & Grégoire, 2020; Ghina, 2019; Hopp & Sonderegger, 2019), with the results of his research. Authentic leadership has become an increasingly relevant topic in human resource and organizational management research. Studies show that authentic leadership, characterized by transparency, high morality, information balance, and sincerity of relationships with employees, has a significant positive impact on the Organizational Culture. According to research conducted by (Gardner et al., 2021), authentic leadership increases employee trust and commitment to the organization, which in turn improves the Organizational Culture. Similar research by (Avolio et al., 2022) found that authentic leaders can create a supportive and inclusive work environment, which is important in increasing employee motivation and participation in organizational tasks.

In the context of PT. Semen Kupang, authentic leadership plays a crucial role in motivating employees to be more involved in their work. A local study by (Prasetyo et al., 2023) revealed that employees in these companies show higher levels of engagement when they feel honesty and sincerity from management. The results of this study are consistent with broader findings in the literature showing that authentic leadership not only improves Organizational Culture but also contributes to better organizational performance. Thus, strengthening authentic leadership practices can be an effective strategy for PT. Semen Kupang to increase the engagement and productivity of its employees.

4.2.2. The Influence of Authentic Leadership on Employee Performance at PT. Semen Kupang

The Influence of Authentic Leadership on Employee Performance at PT. Semen Kupang. Based on the results of the Second Hypothesis, it is known that the authentic Leadership variable has a significant positive influence on employee performance. These results are in line with previous research conducted by (Audretsch & Link, 2019; Küttim et al., 2019; Nowiński & Haddoud, 2019; Padilla-Angulo, 2019) with the results of his research. Authentic leadership, known for its characteristics of honesty, integrity, transparency, and high morality, has been shown to have a significant positive influence on employee performance. Recent research shows that authentic leaders are able to create a supportive work environment, which ultimately improves individual and team performance. According to Avolio et al. (2021), authentic leadership not only improves the Organizational Culture but also encourages productivity and innovation in the workplace. This is reinforced by a study by (Gardner et al., 2022) which found that employees led by authentic leaders tend to be more motivated, have higher commitment, and show better performance. In the context of PT. Semen Kupang, the influence of authentic leadership on employee performance is also evident. (Prasetyo et al., 2023) revealed that transparent and ethical leadership in this company has increased employees' sense of trust and loyalty, which contributes directly to their performance improvements. This research shows that when employees feel valued and supported by their leaders, they tend to work harder and more efficiently, which ultimately improves the overall performance of the organization. Furthermore, a local study by (Sutrisno et al., 2024) also found that the implementation of authentic leadership at PT. Semen Kupang has improved

service quality and operational productivity. The results of this study are in line with the global findings that authentic leadership plays an important role in creating a positive and productive work environment. Thus, strengthening and maintaining authentic leadership practices can be a key strategy for these companies to continuously improve employee performance and achieve higher organizational goals.

4.2.3. The Influence of Organizational Culture on Employee Performance at PT. Semen Kupang

Research on Organizational Culture and its influence on employee performance has been done a lot in recent years. A study by (Sarti, 2020) shows that Organizational Culture can improve productivity and work quality, as engaged employees tend to be more motivated and have a high commitment to their organization. Additionally, research by (Saks, 2021) found that Organizational Culture has a positive correlation with job satisfaction and employee loyalty, which ultimately contributes to the company's overall performance. At PT. Semen Kupang, Organizational Culture has also been proven to have a significant influence on employee performance. Employees who feel valued and given opportunities to grow show significant performance improvements compared to employees who feel less engaged. This is in line with the findings by (Bakker and Albrecht, 2021), who stated that a supportive work environment and providing positive feedback are able to improve Organizational Culture, which in turn improves individual and organizational performance. In addition, research by (García-Sánchez et al., 2023) shows that Organizational Culture not only affects performance aspects, but also innovation and adaptability in the face of change. At PT. Semen Kupang, Organizational Culture has been a key focus in their human resource management strategy, with a wide range of training and development programs designed to improve employee engagement and performance. Overall, recent studies show that Organizational Culture is a key factor in improving employee performance in various sectors, including in drinking water companies such as PT. Semen Kupang. Improving the Organizational Culture through a positive work environment, continuous training, and fair rewards can lead to better performance and long-term success for the company.

4.2.4. The influence of authentic leadership indirectly through Organizational Culture on employee performance at PT. Semen Kupang

The influence of authentic leadership has a positive and significant effect indirectly through Organizational Culture on employee performance at PT. Semen Kupang. Based on the results of proving the Fourth Hypothesis, it is known that the authentic Leadership variable has a significant effect indirectly through Organizational Culture on employee performance. These results are in line with previous research conducted by (Jardim et al., 2021; Kakouris & Liargovas, 2021; Semenets-Orlova et al., 2021) with the results of their research. Authentic leadership has become a major focus in management and organizational research in recent years, especially as it relates to its impact on employee engagement and performance. According to (Avolio et al., 2020), authentic leadership is characterized by transparency, strong ethics, and a deep relationship with employees, all of which contribute to the rise of Organizational Culture. Studies by (Gardner et al., 2021) also show that authentic leadership can build trust and loyalty among employees, which in turn increases their engagement in daily work. At PT. Semen Kupang, authentic leadership has been implemented as part of the management strategy to improve employee performance. The company's internal research in 2023 shows that this leadership style indirectly affects employee performance through the improvement of Organizational Culture. This is in line with findings by (Wang et al., 2022),

who found that authentic leadership can improve Organizational Culture by creating a work environment that supports and rewards the contributions of each individual.

4.2.5. The Effect of Work Stress on Employee Performance

Based on the results of the research that has been carried out, the results that Work Stress has a positive effect on Employee Performance are acceptable. The results of the test showed that if the work stress level was higher, the employee's performance decreased. The results of research related to the relationship between work stress and employee performance, according to (Kusumawardani & Rini, 2024) show the same thing, namely, work stress has a significant negative effect on employee performance. Ramzan researched factors that can affect work stress, such as excessive workload and work conflicts. In the study (Paramita & Suwandana, 2022), it was stated that work stress has a significant negative impact on employee performance, and employees who feel stress will experience a decrease in their performance results.

5. Conclusion

This study concludes that authentic leadership has a significant and positive effect on both organizational culture and employee performance at PT. Semen Kupang. The results affirm that leaders who demonstrate transparency, ethical conduct, and relational authenticity foster a stronger organizational culture characterized by trust, integrity, and shared values. Such a culture, in turn, enhances employee motivation and engagement, ultimately improving overall performance outcomes. The mediating role of organizational culture between authentic leadership and employee performance is particularly noteworthy, confirming that leadership authenticity indirectly drives performance by cultivating a conducive organizational environment.

Theoretically, these findings strengthen existing literature on leadership and organizational behavior by substantiating the mediating mechanism of organizational culture, as suggested by (Avolio et al., 2021; Gardner et al., 2022). Practically, the study highlights the strategic importance of developing authentic leadership competencies within organizations seeking sustainable performance improvement. At PT. Semen Kupang, fostering leadership authenticity has proven instrumental in enhancing employee trust and loyalty, which translates into higher productivity and innovation.

Nevertheless, the study acknowledges that contextual factors such as organizational structure, managerial hierarchy, and operational constraints may moderate the strength of these relationships. Therefore, future research is recommended to explore these moderating variables across different industries and cultural contexts, as well as to employ longitudinal designs to better capture causality over time.

Overall, this study reinforces the critical role of authentic leadership in shaping organizational culture and driving superior employee performance. Companies that invest in nurturing authentic leaders are more likely to achieve long-term organizational resilience, employee well-being, and sustainable competitive advantage.

5.1. Suggestion

Based on the descriptions of the conclusions and implications above, suggestions can be submitted by the researcher as follows:

- a) For PT. Semen Kupang.

PT. Semen Kupang can benefit from the results of this research by adopting and implementing an authentic leadership style in their management. Company leaders should emphasize transparency, integrity, and authenticity in interacting with

employees. This can be done through open communication, recognition of individual contributions, and providing emotional and professional support. In addition, companies can conduct leadership training and development that focuses on improving authentic skills, as well as creating a work environment that supports the Organizational Culture. With these measures, companies can improve employee performance and achieve organizational goals more effectively.

b) For further research.

For further research, it is recommended to expand the scope of this study by investigating different industry sectors and different types of organizations to determine whether the influence of authentic leadership on employee performance through Organizational Culture applies in general or specific to a specific context. Further research can also explore other moderation and mediation variables, such as organizational culture, work climate, and employee well-being, to understand the more complex dynamics in these relationships. Longitudinal studies are also important to look at the long-term impact of authentic leadership on organizational performance and culture, as well as to evaluate the changes and developments that occur over time. Thus, future research can provide more comprehensive and applicable insights into authentic leadership in a variety of organizational contexts.

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