

LAMPIRAN

Lampiran 1 Kuisioner Penelitian

KUESIONER

Pengaruh Kepemimpinan Otentik, Identitas Organisasi Dan Keterikatan
Karyawan Terhadap Kepuasan Kerja Dan Kinerja Perusahaan Pada PT. Surya
Indo Plastic di Sidoarjo

(Di isi oleh karyawan)

*Kami mohon dengan sangat hormat kesediaan bpk/ibu untuk mengisi kuesioner ini.
Pengisian kuesioner ini semata-mata untuk tujuan ilmiah dan pengembangan ilmu
pengetahuan, semua jawaban dan pendapat saudara akan dirahasiakan oleh
peneliti.*

Petunjuk Pengisian:

Pilihlah jawaban yang saudara anggap paling memenuhi persepsi saudara, dan berilah
tanda *thick mark* (✓) pada jawaban yang sesuai di kolom yang telah di sediakan

- | | |
|------------------------|-------|
| 1. Sangat tidak setuju | (STS) |
| 2. Tidak setuju | (TS) |
| 3. Netral | (N) |
| 4. Setuju | (S) |
| 5. Sangat setuju | (SS) |

IDENTITAS RESPONDEN:

- | | | |
|------------------|---|--|
| a. Nama | : | (boleh tidak diisi) |
| b. Jenis kelamin | : | 1. Pria 2. Wanita |
| c. Umur | : |Tahun |
| d. Pekerjaan | : | |

No	PERNYATAAN	STS	TS	N	S	SS
I. Variabel Kepemimpinan Otentik (<i>Authentic Leadership</i>)						
a. Kesadaran Diri						
1.	Pemimpin memahami kekuatan maupun kelemahan dirinya dalam menjalankan tugas.					
2.	Pemimpin memiliki pemahaman yang baik tentang emosi juga motivasi dirinya sendiri.					
b. Transparansi Relasional						
3.	Pemimpin tidak menyembunyikan informasi penting yang berkaitan dengan pekerjaan					
4.	Pemimpin berkomunikasi secara jujur, terbuka kepada karyawan					
c. Pemrosesan Informasi yang Seimbang						
5.	Pemimpin mempertimbangkan berbagai sudut pandang sebelum mengambil keputusan					
6.	Pemimpin menganalisis informasi secara objektif sebelum membuat kebijakan.					
d. Perspektif Moral yang Terinternalisasi						
7.	Pemimpin selalu bertindak berdasarkan nilai-nilai etika moral yang kuat.					
8.	Pemimpin membuat keputusan berdasarkan apa yang benar, bukan sekadar apa yang menguntungkan dirinya sendiri					
II. Variabel Identitas organisasi (<i>Organizational identity</i>)						
a. utama (centrality)						
9.	Nilai organisasi, menjadi pedoman utama dalam setiap keputusan yang diambil					
10.	Organisasi memiliki budaya kerja yang kuat dalam membentuk perilaku karyawannya.					
b. kontinuitas (continuity)						
11.	Identitas organisasi tetap terjaga meskipun menghadapi perubahan maupun tantangan eksternal.					
12.	Organisasi secara konsisten mempertahankan nilai tradisi yang telah dibangun sejak awal.					
c. berbeda						
13.	Organisasi memiliki karakteristik unik yang membedakannya dari organisasi lain					
14.	Organisasi ini memiliki identitas yang khas					

III. Variabel Keterikatan Karyawan (<i>employee engagement</i>)					
a. Kekuatan (Vigor)					
15.	Saya bangga menjadi bagian dari organisasi ini				
16.	Saya mampu menghadapi tantangan dalam pekerjaan dengan penuh antusiasme.				
b. Dedikasi (Dedication)					
17.	Saya sangat berkomitmen terhadap pekerjaan saya.				
18.	Saya berdedikasi tinggi menjadi bagian dari organisasi ini.				
c. Penyerapan (Absorption)					
19.	Saya menikmati pekerjaan saya sehingga sulit untuk berhenti saat sedang bekerja.				
20.	Saya sering begitu terlibat dalam pekerjaan sehingga tidak menyadari waktu berlalu.				
IV. Variabel Kepuasan Kerja (<i>Job satisfaction</i>)					
a. Pekerjaan itu Sendiri					
21.	Pekerjaan saya memberikan kepuasan secara pribadi.				
22.	Saya menikmati tanggung jawab yang saya jalankan di tempat kerja.				
b. Gaji					
23.	Gaji yang saya terima sesuai dengan kontribusi yang saya berikan kepada perusahaan.				
24.	Saya puas dengan sistem penggajian yang diterapkan di perusahaan..				
c. Promosi					
25.	Saya puas dengan sistem promosi yang diterapkan di perusahaan.				
26.	Saya merasa proses promosi di perusahaan ini, dilakukan secara adil juga transparan.				
d. Rekan Kerja					
27.	Saya merasa nyaman bekerja dengan rekan-rekan kerja saya.				
28.	Rekan kerja mendukung saya dalam menyelesaikan pekerjaan				
e. Pengawasan					
29.	Atasan memberikan arahan yang jelas dalam pekerjaan saya				

30.	Atasan memberikan umpan balik yang membangun terhadap kinerja saya.					
V. Variabel Kinerja Perusahaan/Organisasi						
a. Masukan (input)						
31.	Perusahaan memiliki sumber daya manusia yang kompeten, sesuai dengan kebutuhan organisasi.					
32.	Perusahaan menginvestasikan sumber daya dengan efektif untuk meningkatkan produktivitas					
b. Proses (Process)						
33.	Perusahaan memiliki prosedur kerja yang jelas juga terstruktur.					
34.	Inovasi juga perbaikan sistem terus dilakukan untuk meningkatkan efektivitas operasional perusahaan					
c. Keluaran (output)						
35.	Perusahaan mampu menghasilkan produk dengan kualitas yang sesuai standar					
36.	Setiap divisi di perusahaan mampu menyelesaikan proyek atau tugas tepat waktu					
d. Hasil (outcome)						
37.	Perusahaan mampu meningkatkan pangsa pasar di industri yang digeluti.					
38.	Kepuasan pelanggan terhadap produk perusahaan terus meningkat.					
e. Manfaat (benefit)						
39.	Produk yang dihasilkan perusahaan memberikan manfaat bagi pelanggan.					
40.	Manfaat yang diperoleh dari kinerja perusahaan lebih besar dibandingkan dengan biaya operasional yang dikeluarkan.					
f. Dampak (impact)						
41.	Keberhasilan perusahaan berkontribusi pada pertumbuhan ekonomi di sektor industri perusahaan					
42.	Keberlanjutan bisnis perusahaan berdampak pada kesejahteraan karyawan.					

*Atas segala partisipasi yang telah saudara berikan diucapkan terimakasih,
semoga bermanfaat bagi perkembangan ilmu pengetahuan.*

Lampiran 2 Data Responden

Bio Data Responden

Statistics

		Jenis Kelamin	Umur	Pendidikan	Pengalaman
N	Valid	208	208	208	208
	Missing	0	0	0	0

Jenis Kelamin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	146	70.2	70.2	70.2
	2	62	29.8	29.8	100.0
	Total	208	100.0	100.0	

Umur

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26	13	6.3	6.3	6.3
	27	10	4.8	4.8	11.1
	28	9	4.3	4.3	15.4
	29	8	3.8	3.8	19.2
	30	4	1.9	1.9	21.2
	31	2	1.0	1.0	22.1
	32	4	1.9	1.9	24.0
	33	7	3.4	3.4	27.4
	34	17	8.2	8.2	35.6
	35	40	19.2	19.2	54.8
	36	20	9.6	9.6	64.4
	37	10	4.8	4.8	69.2
	38	7	3.4	3.4	72.6
	39	3	1.4	1.4	74.0
	40	24	11.5	11.5	85.6
	41	4	1.9	1.9	87.5
	45	13	6.3	6.3	93.8
	47	7	3.4	3.4	97.1
	50	6	2.9	2.9	100.0
	Total	208	100.0	100.0	

Pendidikan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	122	58.7	58.7	58.7
	3	70	33.7	33.7	92.3
	4	16	7.7	7.7	100.0
	Total	208	100.0	100.0	

Pengalaman

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	30	14.4	14.4	14.4
	2	132	63.5	63.5	77.9
	3	24	11.5	11.5	89.4
	4	22	10.6	10.6	100.0
	Total	208	100.0	100.0	

Lampiran 3 Descriptives Variables**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
x1	208	2	5	4.00	.594
x2	208	3	5	4.18	.566
x3	208	2	5	4.13	.625
x4	208	2	5	3.87	.797
x5	208	2	5	4.09	.685
x6	208	2	5	4.14	.754
x7	208	2	5	4.00	.610
x8	208	3	5	4.16	.555
Valid N (listwise)	208				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
x9	208	2	5	4.13	.625
x10	208	2	5	3.91	.753
x11	208	2	5	4.12	.695
x12	208	2	5	4.14	.795
x13	208	2	5	3.85	.771
x14	208	2	5	3.68	.971
Valid N (listwise)	208				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
x15	208	2	5	3.64	.942
x16	208	2	5	3.97	.834
x17	208	2	5	3.78	.828
x18	208	2	5	3.71	.887
x19	208	2	5	3.63	.914
x20	208	2	5	3.63	.908
Valid N (listwise)	208				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
x21	208	2	5	3.75	.824
x22	208	2	5	3.62	.915
x23	208	2	5	3.86	.825
x24	208	2	5	3.89	.754
x25	208	2	5	3.58	.903
x26	208	2	5	3.93	.825
x27	208	2	5	3.75	.772
x28	208	2	5	4.00	.695
x29	208	2	5	3.86	.825
x30	208	2	5	3.89	.754
Valid N (listwise)	208				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
x31	208	2	5	3.46	.957
x32	208	2	5	3.84	.748
x33	208	2	5	3.35	.995
x34	208	2	5	3.42	1.004
x35	208	2	5	3.63	.763
x36	208	2	5	3.95	.612
x37	208	2	5	3.66	.994
x38	208	2	5	3.63	.763
x39	208	2	5	3.75	.772
x40	208	2	5	4.00	.695
x41	208	2	5	3.86	.825
x42	208	2	5	3.89	.754
Valid N (listwise)	208				

Lampiran 4 Validitas dan Reabilitas Variabel

Validitas dan Reabilitas Var

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x1	28.57	8.642	.408	.753
x2	28.39	8.567	.462	.745
x3	28.44	8.422	.444	.747
x4	28.70	6.888	.692	.696
x5	28.48	7.671	.600	.718
x6	28.42	7.047	.701	.695
x7	28.56	9.069	.367	.775
x8	28.41	9.634	.639	.790

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x9	19.70	7.101	.421	.683
x10	19.91	6.369	.515	.653
x11	19.70	6.664	.486	.664
x12	19.68	6.053	.563	.635
x13	19.98	6.584	.433	.678
x14	20.14	6.401	.315	.729

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x15	18.72	5.779	.524	.423
x16	18.39	4.886	.447	.222
x17	18.58	5.056	.399	.255
x18	18.65	5.050	.349	.278
x19	18.74	7.480	.718	.602
x20	18.73	5.367	.646	.344

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x21	34.38	11.716	.327	.557
x22	34.52	14.627	.575	.683
x23	34.28	10.125	.653	.468
x24	34.25	11.365	.453	.529
x25	34.56	12.470	.749	.604
x26	34.21	12.590	.565	.597
x27	34.39	12.665	.577	.593
x28	34.14	13.435	.763	.614

x29	34.28	10.125	.653	.468
x30	34.25	11.365	.453	.529

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x31	40.99	18.971	.305	.670
x32	40.61	15.245	.563	.539
x33	41.10	12.671	.519	.463
x34	41.02	15.724	.776	.588
x35	40.82	14.082	.467	.495
x36	40.50	15.063	.401	.519
x37	40.78	13.736	.355	.512
x38	40.82	14.082	.467	.495
x39	40.70	16.374	.559	.580
x40	40.45	16.393	.782	.573
x41	40.59	14.176	.400	.506
x42	40.55	15.215	.565	.539

Lampiran Reliabilitas Variabel

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.948	4

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	11.565	8.446	.882	.930
X1.2	11.695	8.193	.910	.921
X1.3	11.553	8.062	.905	.923
X1.4	11.680	9.002	.806	.953

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.886	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	7.274	3.871	.858	.772
X2.2	7.202	3.705	.788	.831
X2.3	7.534	4.197	.698	.907

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.860	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X3.1	7.046	3.352	.791	.750
X3.2	6.986	3.179	.794	.746
X3.3	7.099	3.902	.628	.896

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.736	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Z1.1	15.385	2.996	.105	.584
Z1.2	15.192	1.975	.574	.281
Z1.3	15.312	2.803	.124	.590
Z1.4	15.197	2.961	.188	.537
Z1.5	15.192	1.975	.574	.281

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

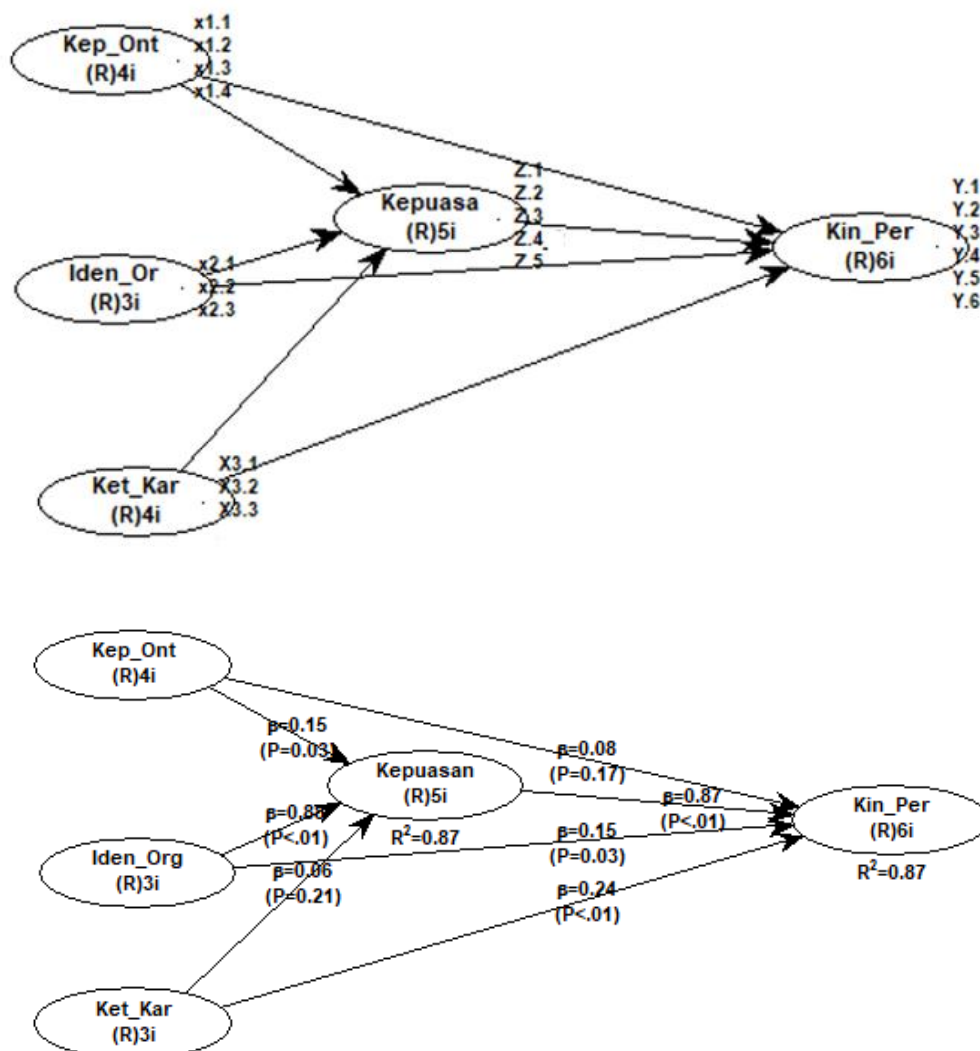
Reliability Statistics

Cronbach's Alpha	N of Items
.855	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1	18.572	4.222	-.103	.670
Y.2	18.839	2.695	.561	.370
Y.3	18.433	3.037	.491	.425
Y.4	18.577	2.690	.530	.383
Y.5	18.351	3.852	.108	.580
Y.6	18.346	3.174	.280	.519

Lampiran 5 General SEM analysis results



* General SEM analysis results *

General project information

Version of WarpPLS used: 7.0

Project path (directory): D:\MM60\Pak Mujiono MM60\

Project file: Tesis Mujiono.prj

Last changed: 28-Oct-2020 12:27:16

Last saved: 28-Oct-2020 11:51:44

Raw data path (directory): D:\MM60\Pak Mujiono MM60\Tesis Pak Mujiono \

Raw data file: Tabulasi Responden tesis Pak Mujiono.xlsx

Model fit and quality indices

Average path coefficient (APC)=0.347, $P < 0.001$

Average R-squared (ARS)=0.871, $P < 0.001$

Average adjusted R-squared (AARS)=0.868, $P < 0.001$

Average block VIF (AVIF)=3.795, acceptable if ≤ 5 , ideally ≤ 3.3

Average full collinearity VIF (AFVIF)=4.807, acceptable if ≤ 5 , ideally ≤ 3.3

Tenenhaus GoF (GoF)=0.654, small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36

Sympton's paradox ratio (SPR)=1.000, acceptable if ≥ 0.7 , ideally = 1

R-squared contribution ratio (RSCR)=1.000, acceptable if ≥ 0.9 , ideally = 1

Statistical suppression ratio (SSR)=1.000, acceptable if ≥ 0.7

Nonlinear bivariate causality direction ratio (NLBCDR)=1.000, acceptable if ≥ 0.7

General model elements

Missing data imputation algorithm: Arithmetic Mean Imputation

Outer model analysis algorithm: PLS Regression

Default inner model analysis algorithm: Warp3

Multiple inner model analysis algorithms used? No

Resampling method used in the analysis: Stable3

Number of data resamples used: 100

Number of cases (rows) in model data: 208

Number of latent variables in model: 5

Number of indicators used in model: 21

Number of iterations to obtain estimates: 15

Range restriction variable type: None

Range restriction variable: None

Range restriction variable min value: 0.000

Range restriction variable max value: 0.000

Only ranked data used in analysis? No

* Path coefficients and P values *

Path coefficients

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.147	0.876	0.065		
Kin_Per	0.076	0.155	0.237	0.875	

P values

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.033	<0.001	0.211		
Kin_Per	0.171	0.026	0.001	<0.001	

* Standard errors for path coefficients *

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.079	0.067	0.080		
Kin_Per	0.080	0.079	0.077	0.067	

* Effect sizes for path coefficients *

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.057	0.801	0.014		
Kin_Per	0.031	0.101	0.078	0.661	

* Combined loadings and cross-loadings *

	Kep_Ont		Iden_Or		Ket_Kar		Kepuasa		Kin_Per
	Type (a SE		P value						
X1.1	0.806	-0.456	0.091	0.367	-0.052	Reflect	0.068	<0.001	
X1.2	0.685	0.524	1.069	-0.508	0.026	Reflect	0.070	<0.001	
X1.3	0.607	0.201	-0.025	-0.163	0.089	Reflect	0.071	<0.001	
X1.4	0.732	-0.153	-1.079	0.205	-0.040	Reflect	0.069	<0.001	
X2.1	0.244	0.349	0.420	-0.469	-0.287	Reflect	0.076	<0.001	
X2.2	-0.364	0.838	0.312	1.569	-0.503	Reflect	0.068	<0.001	
X2.3	0.278	0.790	-0.516	-1.457	0.661	Reflect	0.069	<0.001	
X3.1	0.784	-0.456	0.759	0.367	-0.052	Reflect	0.069	<0.001	
X3.2	-0.207	0.524	0.826	-0.508	0.026	Reflect	0.068	<0.001	
X3.3	-0.528	-0.107	0.803	0.175	0.023	Reflect	0.068	<0.001	
Z1.1	-0.364	-0.262	0.312	0.847	-0.503	Reflect	0.068	<0.001	
Z1.2	0.278	1.777	-0.516	0.680	0.661	Reflect	0.070	<0.001	
Z1.3	-0.401	-0.177	0.361	0.648	-0.315	Reflect	0.071	<0.001	
Z1.4	-0.515	-1.152	0.466	0.699	0.283	Reflect	0.070	<0.001	
Z1.5	1.686	-0.153	-1.079	0.438	-0.040	Reflect	0.074	<0.001	
Y1	0.278	1.777	-0.516	-1.457	0.609	Reflect	0.071	<0.001	
Y2	0.423	-0.538	0.238	0.496	0.439	Reflect	0.074	<0.001	
Y3	-0.394	-0.277	0.954	0.352	0.471	Reflect	0.074	<0.001	
Y4	0.101	0.434	-0.402	-0.807	0.778	Reflect	0.069	<0.001	
Y5	0.232	-0.362	-0.478	-0.157	0.566	Reflect	0.072	<0.001	
Y6	-0.515	-1.152	0.466	1.656	0.737	Reflect	0.069	<0.001	

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.

* Normalized combined loadings and cross-loadings *

	Kep_Ont		Iden_Or		Ket_Kar	Kepuasa	Kin_Per
X1.1	0.695	-0.464	0.092	0.373	-0.053		
X1.2	0.607	0.400	0.815	-0.387	0.019		
X1.3	0.709	0.356	-0.044	-0.288	0.157		
X1.4	0.703	-0.076	-0.535	0.102	-0.020		
X2.1	0.231	0.438	0.399	-0.445	-0.273		
X2.2	-0.209	0.640	0.180	0.904	-0.290		
X2.3	0.113	0.648	-0.210	-0.592	0.268		
X3.1	0.797	-0.464	0.654	0.373	-0.053		
X3.2	-0.158	0.400	0.733	-0.387	0.019		
X3.3	-0.402	-0.082	0.808	0.133	0.018		
Z1.1	-0.209	-0.151	0.180	0.647	-0.290		
Z1.2	0.113	0.722	-0.210	0.558	0.268		
Z1.3	-0.320	-0.141	0.288	0.717	-0.251		
Z1.4	-0.239	-0.535	0.217	0.597	0.132		
Z1.5	0.835	-0.076	-0.535	0.421	-0.020		
Y1	0.113	0.722	-0.210	-0.592	0.499		
Y2	0.477	-0.606	0.268	0.559	0.445		
Y3	-0.345	-0.243	0.837	0.309	0.503		
Y4	0.064	0.277	-0.256	-0.514	0.783		
Y5	0.195	-0.304	-0.401	-0.132	0.879		
Y6	-0.239	-0.535	0.217	0.770	0.629		

Note: Loadings are unrotated and cross-loadings are oblique-rotated, both after separate Kaiser normalizations.

* Pattern loadings and cross-loadings *

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
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X1.1	0.784	-0.456	0.091	0.367	-0.052
X1.2	-0.207	0.524	1.069	-0.508	0.026
X1.3	0.493	0.201	-0.025	-0.163	0.089
X1.4	1.686	-0.153	-1.079	0.205	-0.040
X2.1	0.244	0.755	0.420	-0.469	-0.287
X2.2	-0.364	-0.262	0.312	1.569	-0.503
X2.3	0.278	1.777	-0.516	-1.457	0.661
X3.1	0.784	-0.456	0.091	0.367	-0.052
X3.2	-0.207	0.524	1.069	-0.508	0.026
X3.3	-0.528	-0.107	1.185	0.175	0.023
Z1.1	-0.364	-0.262	0.312	1.569	-0.503
Z1.2	0.278	1.777	-0.516	-1.457	0.661
Z1.3	-0.401	-0.177	0.361	1.073	-0.315
Z1.4	-0.515	-1.152	0.466	1.656	0.283
Z1.5	1.686	-0.153	-1.079	0.205	-0.040
Y1	0.278	1.777	-0.516	-1.457	0.661
Y2	0.423	-0.538	0.238	0.496	0.128
Y3	-0.394	-0.277	0.954	0.352	0.184
Y4	0.101	0.434	-0.402	-0.807	1.207
Y5	0.232	-0.362	-0.478	-0.157	0.991
Y6	-0.515	-1.152	0.466	1.656	0.283

Note: Loadings and cross-loadings are oblique-rotated.

* Normalized pattern loadings and cross-loadings *

	Kep_Ont		Iden_Or		Ket_Kar	Kepuasa	Kin_Per
X1.1	0.797	-0.464	0.092	0.373	-0.053		
X1.2	-0.158	0.400	0.815	-0.387	0.019		
X1.3	0.874	0.356	-0.044	-0.288	0.157		
X1.4	0.835	-0.076	-0.535	0.102	-0.020		
X2.1	0.231	0.717	0.399	-0.445	-0.273		
X2.2	-0.209	-0.151	0.180	0.904	-0.290		
X2.3	0.113	0.722	-0.210	-0.592	0.268		
X3.1	0.797	-0.464	0.092	0.373	-0.053		
X3.2	-0.158	0.400	0.815	-0.387	0.019		

X3.3	-0.402	-0.082	0.902	0.133	0.018
Z1.1	-0.209	-0.151	0.180	0.904	-0.290
Z1.2	0.113	0.722	-0.210	-0.592	0.268
Z1.3	-0.320	-0.141	0.288	0.856	-0.251
Z1.4	-0.239	-0.535	0.217	0.770	0.132
Z1.5	0.835	-0.076	-0.535	0.102	-0.020
Y1	0.113	0.722	-0.210	-0.592	0.268
Y2	0.477	-0.606	0.268	0.559	0.144
Y3	-0.345	-0.243	0.837	0.309	0.162
Y4	0.064	0.277	-0.256	-0.514	0.768
Y5	0.195	-0.304	-0.401	-0.132	0.832
Y6	-0.239	-0.535	0.217	0.770	0.132

Note: Loadings and cross-loadings shown are after oblique rotation and Kaiser normalization.

* Structure loadings and cross-loadings *

	Kep_Ont		Iden_Or		Ket_Kar	Kepuasa	Kin_Per
X1.1	0.806	0.144	0.759	0.205	0.242		
X1.2	0.685	0.199	0.826	0.158	0.234		
X1.3	0.607	0.250	0.421	0.250	0.248		
X1.4	0.732	0.369	0.337	0.438	0.329		
X2.1	0.496	0.349	0.466	0.199	0.108		
X2.2	0.206	0.838	0.111	0.847	0.488		
X2.3	0.173	0.790	0.026	0.680	0.609		
X3.1	0.806	0.144	0.759	0.205	0.242		
X3.2	0.685	0.199	0.826	0.158	0.234		
X3.3	0.502	0.112	0.803	0.142	0.241		
Z1.1	0.206	0.838	0.111	0.847	0.488		
Z1.2	0.173	0.790	0.026	0.680	0.609		
Z1.3	0.119	0.489	0.112	0.648	0.363		
Z1.4	0.217	0.498	0.211	0.699	0.737		
Z1.5	0.732	0.369	0.337	0.438	0.329		
Y1	0.173	0.790	0.026	0.680	0.609		
Y2	0.583	0.202	0.558	0.298	0.439		

Y3	0.451	0.232	0.562	0.289	0.471
Y4	0.089	0.403	0.021	0.459	0.778
Y5	0.051	0.148	-0.038	0.261	0.566
Y6	0.217	0.498	0.211	0.699	0.737

Note: Loadings and cross-loadings are unrotated.

* Normalized structure loadings and cross-loadings *

	Kep_Ont		Iden_Or		Ket_Kar	Kepuasa	Kin_Per
X1.1	0.695	0.124	0.654	0.177	0.209		
X1.2	0.607	0.177	0.733	0.140	0.208		
X1.3	0.709	0.293	0.492	0.292	0.289		
X1.4	0.703	0.354	0.324	0.421	0.315		
X2.1	0.621	0.838	0.585	0.249	0.135		
X2.2	0.158	0.740	0.085	0.647	0.373		
X2.3	0.142	0.648	0.022	0.558	0.499		
X3.1	0.695	0.124	0.754	0.177	0.209		
X3.2	0.607	0.177	0.733	0.140	0.208		
X3.3	0.505	0.113	0.808	0.143	0.242		
Z1.1	0.158	0.640	0.085	0.747	0.373		
Z1.2	0.142	0.648	0.022	0.758	0.499		
Z1.3	0.131	0.541	0.124	0.717	0.402		
Z1.4	0.185	0.425	0.180	0.897	0.629		
Z1.5	0.703	0.354	0.324	0.821	0.315		
Y1	0.142	0.648	0.022	0.558	0.799		
Y2	0.591	0.205	0.565	0.302	0.745		
Y3	0.481	0.247	0.599	0.308	0.603		
Y4	0.090	0.405	0.021	0.462	0.783		
Y5	0.079	0.230	-0.059	0.406	0.879		
Y6	0.185	0.425	0.180	0.597	0.629		

Note: Loadings and cross-loadings shown are unrotated and after Kaiser normalization.

* Indicator weights *

	Kep_Ont		Iden_Or		Ket_Kar		Kepuasa		Kin_Per	
	Type	(a SE	P value	VIF	WLS	ES				
X1.1	0.799 0.321	0.000	0.000	0.000	0.000	Reflect	0.075	<0.001	1.555	1
X1.2	0.738 0.232	0.000	0.000	0.000	0.000	Reflect	0.076	<0.001	1.285	1
X1.3	0.800 0.182	0.000	0.000	0.000	0.000	Reflect	0.076	<0.001	1.159	1
X1.4	0.762 0.265	0.000	0.000	0.000	0.000	Reflect	0.075	<0.001	1.382	1
X2.1	0.000 0.084	0.742	0.000	0.000	0.000	Reflect	0.077	0.001	1.025	1
X2.2	0.000 0.485	0.779	0.000	0.000	0.000	Reflect	0.072	<0.001	1.228	1
X2.3	0.000 0.431	0.845	0.000	0.000	0.000	Reflect	0.072	<0.001	1.201	1
X3.1	0.000 0.303	0.000	0.899	0.000	0.000	Reflect	0.075	<0.001	1.309	1
X3.2	0.000 0.358	0.000	0.734	0.000	0.000	Reflect	0.074	<0.001	1.489	1
X3.3	0.000 0.339	0.000	0.722	0.000	0.000	Reflect	0.074	<0.001	1.425	1
Z1.1	0.000 0.314	0.000	0.000	0.771	0.000	Reflect	0.075	<0.001	1.983	1
Z1.2	0.000 0.203	0.000	0.000	0.898	0.000	Reflect	0.076	<0.001	1.317	1
Z1.3	0.000 0.184	0.000	0.000	0.884	0.000	Reflect	0.077	<0.001	1.307	1
Z1.4	0.000 0.214	0.000	0.000	0.706	0.000	Reflect	0.076	<0.001	1.583	1
Z1.5	0.000 0.084	0.000	0.000	0.792	0.000	Reflect	0.078	0.008	1.097	1
Y1	0.000 0.164	0.000	0.000	0.000	0.870	Reflect	0.077	<0.001	1.393	1

Y2	0.000 0.086	0.000	0.000	0.000	0.895	Reflect	0.078	0.007	1.303	1
Y3	0.000 0.098	0.000	0.000	0.000	0.709	Reflect	0.078	0.004	1.428	1
Y4	0.000 0.269	0.000	0.000	0.000	0.745	Reflect	0.076	<0.001	1.815	1
Y5	0.000 0.142	0.000	0.000	0.000	0.851	Reflect	0.077	<0.001	1.262	1
Y6	0.000 0.241	0.000	0.000	0.000	0.727	Reflect	0.076	<0.001	1.446	1

Notes: P values < 0.05 and VIFs < 2.5 are desirable for formative indicators; VIF = indicator variance inflation factor;

WLS = indicator weight-loading sign (-1 = Simpson's paradox in l.v.); ES = indicator effect size.

* Latent variable coefficients *

R-squared coefficients

Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
	0.871	0.871		

Adjusted R-squared coefficients

Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
	0.869	0.868		

Composite reliability coefficients

Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
0.802	0.716	0.839	0.802	0.776

Cronbach's alpha coefficients

Kep_Ont		Iden_Or		Ket_Kar		Kepuasa		Kin_Per
0.770	0.727	0.711	0.888	0.755				

Average variances extracted

Kep_Ont		Iden_Or		Ket_Kar		Kepuasa		Kin_Per
0.706	0.883	0.734	0.756	0.876				

Full collinearity VIFs

Kep_Ont		Iden_Or		Ket_Kar		Kepuasa		Kin_Per
3.705	5.944	3.446	8.413	2.527				

Q-squared coefficients

Kep_Ont		Iden_Or		Ket_Kar		Kepuasa		Kin_Per
		0.841	0.604					

Minimum and maximum values

Kep_Ont		Iden_Or		Ket_Kar		Kepuasa		Kin_Per
-3.784	-2.276	-3.259	-1.881	-2.343				
1.839	1.800	1.560	1.968	2.161				

Medians (top) and modes (bottom)

Kep_Ont		Iden_Or		Ket_Kar		Kepuasa		Kin_Per
-0.193	-0.137	-0.046	-0.108	0.119				
-0.193	-0.137	-0.046	-0.108	0.262				

Skewness (top) and exc. kurtosis (bottom) coefficients

Kep_Ont	Iden_Or		Ket_Kar		Kepuasa	Kin_Per
-0.313	-0.030	-0.497	-0.045	-0.050		
0.675	-0.457	0.551	-0.653	-0.619		

Tests of unimodality: Rohatgi-Sz kely (top) and Klaassen-Mokveld-van Es (bottom)

Kep_Ont	Iden_Or		Ket_Kar		Kepuasa	Kin_Per
Yes	Yes	Yes	Yes	Yes		
Yes	Yes	Yes	Yes	Yes		

Tests of normality: Jarque Bera (top) and robust Jarque Bera (bottom)

Kep_Ont	Iden_Or		Ket_Kar		Kepuasa	Kin_Per
Yes	Yes	No	Yes	Yes		
No	Yes	No	Yes	Yes		

* Correlations among latent variables and errors *

Correlations among l.vs. with sq. rts. of AVEs

	Kep_Ont	Iden_Or		Ket_Kar		Kepuasa	Kin_Per
Kep_Ont	0.711	0.333	0.830	0.369	0.369		
Iden_Or	0.333	0.695	0.191	0.909	0.640		
Ket_Kar	0.830	0.191	0.796	0.210	0.300		
Kepuasa	0.369	0.909	0.210	0.676	0.755		
Kin_Per	0.369	0.640	0.300	0.755	0.613		

Note: Square roots of average variances extracted (AVEs) shown on diagonal.

P values for correlations

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kep_Ont	1.000	<0.001	<0.001	<0.001	<0.001
Iden_Or	<0.001	1.000	0.019	<0.001	<0.001
Ket_Kar	<0.001	0.019	1.000	0.010	<0.001
Kepuasa	<0.001	<0.001	0.010	1.000	<0.001
Kin_Per	<0.001	<0.001	<0.001	<0.001	1.000

Correlations among l.v. error terms with VIFs

	(e)Kepu	(e)Kin_
(e)Kepu	1.004	0.060
(e)Kin_	0.060	1.004

Notes: Variance inflation factors (VIFs) shown on diagonal. Error terms included (a.k.a. residuals) are for endogenous l.vs.

P values for correlations

	(e)Kepu	(e)Kin_
(e)Kepu	1.000	0.463
(e)Kin_	0.463	1.000

* Block variance inflation factors *

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	3.618	1.167	3.318		
Kin_Per	3.735	5.550	3.348	5.832	

Note: These VIFs are for the latent variables on each column (predictors), with reference to the latent variables on each row (criteria).

* Indirect and total effects *

Indirect effects for paths with 2 segments

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kin_Per	0.128	0.766	0.057		

Number of paths with 2 segments

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kin_Per	1	1	1		

P values of indirect effects for paths with 2 segments

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kin_Per	0.012	<0.001	0.160		

Standard errors of indirect effects for paths with 2 segments

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kin_Per	0.056	0.049	0.057		

Effect sizes of indirect effects for paths with 2 segments

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kin_Per					

Kin_Per	0.051	0.503	0.019
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Sums of indirect effects

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kin_Per	0.128	0.766	0.057		

Number of paths for indirect effects

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kin_Per	1	1	1		

P values for sums of indirect effects

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kin_Per	0.012	<0.001	0.160		

Standard errors for sums of indirect effects

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kin_Per	0.056	0.049	0.057		

Effect sizes for sums of indirect effects

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kin_Per	0.051	0.503	0.019		

Total effects

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
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Kepuasa	0.147	0.876	0.065	
Kin_Per	0.205	0.921	0.293	0.875

Number of paths for total effects

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	1	1	1		
Kin_Per	2	2	2	1	

P values for total effects

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.033	<0.001	0.211		
Kin_Per	0.005	<0.001	<0.001	<0.001	

Standard errors for total effects

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.079	0.067	0.080		
Kin_Per	0.078	0.067	0.077	0.067	

Effect sizes for total effects

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.057	0.801	0.014		
Kin_Per	0.082	0.604	0.097	0.661	

* Causality assessment coefficients *

Path-correlation signs

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	1	1	1		
Kin_Per	1	1	1	1	

Notes: path-correlation signs; negative sign (i.e., -1) = Simpson's paradox.

R-squared contributions

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
epuasa	0.057	0.801	0.014		
Kin_Per	0.031	0.101	0.078	0.661	

Notes: R-squared contributions of predictor lat. vars.; columns = predictor lat. vars.; rows = criteria lat. vars.; negative sign = reduction in R-squared.

Path-correlation ratios

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.378	0.959	0.301		
Kin_Per	0.191	0.236	0.717	1.157	

Notes: absolute path-correlation ratios; ratio > 1 indicates statistical suppression; 1 < ratio ≤ 1.3: weak suppression; 1.3 < ratio ≤ 1.7: medium; 1.7 < ratio: strong.

Path-correlation differences

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.241	0.037	0.151		

Kin_Per 0.323 0.501 0.093 0.119

Note: absolute path-correlation differences.

P values for path-correlation differences

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.001	0.322	0.029		
Kin_Per	<0.001	<0.001	0.123	0.068	

Note: P values for absolute path-correlation differences.

Warp2 bivariate causal direction ratios

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.971	1.000	0.979		
Kin_Per	0.930	0.989	0.937	0.999	

Notes: Warp2 bivariate causal direction ratios; ratio > 1 supports reversed link; 1 < ratio <= 1.3: weak support; 1.3 < ratio <= 1.7: medium; 1.7 < ratio: strong.

Warp2 bivariate causal direction differences

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.011	0.000	0.005		
Kin_Per	0.028	0.007	0.021	0.001	

Note: absolute Warp2 bivariate causal direction differences.

P values for Warp2 bivariate causal direction differences

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.446	0.500	0.478		
Kin_Per	0.365	0.465	0.400	0.497	

Note: P values for absolute Warp2 bivariate causal direction differences.

Warp3 bivariate causal direction ratios

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.970	0.995	0.979		
Kin_Per	0.935	0.982	0.941	1.002	

Notes: Warp3 bivariate causal direction ratios; ratio > 1 supports reversed link; 1 < ratio <= 1.3: weak support; 1.3 < ratio <= 1.7: medium; 1.7 < ratio: strong.

Warp3 bivariate causal direction differences

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.011	0.005	0.005		
Kin_Per	0.026	0.012	0.019	0.002	

Note: absolute Warp3 bivariate causal direction differences.

P values for Warp3 bivariate causal direction differences

	Kep_Ont	Iden_Or	Ket_Kar	Kepuasa	Kin_Per
Kepuasa	0.444	0.478	0.478		
Kin_Per	0.375	0.443	0.406	0.491	

Note: P values for absolute Warp3 bivariate causal direction differences.

Lampiran 6 Mapping Jurnal Penelitian

Tabel Mapping Penelitian Sebelumnya

No	Peneliti, Topik/Judul Penelitian	Variabel penelitian	Teknik Analisis	Hasil Penelitian
1	Wong, C. A., & Laschinger, H. K. (2013). Authentic leadership, performance, and job satisfaction: the mediating role of empowerment. <i>Journal of advanced nursing</i> , 69(4), 947-959.	Authentic leadership, performance, job satisfaction, empowerment.	SEM	Hasil penelitian menunjukkan bahwa semakin banyak manajer yang dianggap autentik, dengan menekankan transparansi, pemrosesan yang seimbang, kesadaran diri, dan standar etika yang tinggi, semakin banyak perawat yang merasa memiliki akses ke struktur pemberdayaan di tempat kerja, merasa puas dengan pekerjaan mereka, dan melaporkan kinerja yang lebih tinggi.
2	Ayça, B. (2019). The impact of authentic leadership behavior on job satisfaction: A research on hospitality enterprises. <i>Procedia Computer Science</i> , 158, 790-801.	authentic leadership, behavior, job satisfaction	Regresi Berganda	hasil yang diperoleh, ada korelasi yang bermakna dan positif antara kepemimpinan autentik, kepuasan kerja, dan komitmen tim. Kami juga menyimpulkan bahwa tim dengan karakteristik yang lebih autentik pada pemimpin mereka, memiliki karyawan yang lebih puas dan berkomitmen.
3	Yuan, G., Jia, L., & Zhao, J. (2016). Organizational identification moderates the impact of organizational justice on job satisfaction. <i>Work</i> , 54(1), 189-195.	Organizational identification, organizational justice, job satisfaction	Regresi Berganda	menunjukkan bahwa identifikasi organisasi memoderasi hubungan antara keadilan organisasi dan kepuasan kerja. Ketika staf melaporkan tingkat identifikasi organisasi yang rendah, mereka yang memiliki keadilan organisasi yang tinggi melaporkan skor yang lebih tinggi dalam

				kepuasan kerja dibandingkan mereka yang memiliki keadilan organisasi yang rendah.
4	Wilkins, S., Butt, M. M., Kratochvil, D., & Balakrishnan, M. S. (2016). The effects of social identification and organizational identification on student commitment, achievement and satisfaction in higher education. <i>Studies in higher education</i> , 41(12), 2232-2252.	social identification, organizational identification, commitment, achievement and satisfaction	SEM	Hasil penelitian menunjukkan bahwa: identifikasi organisasional merupakan prediktor yang lebih kuat terhadap komitmen, prestasi, dan kepuasan mahasiswa daripada identifikasi sosial.
5.	Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. <i>Problems and Perspectives in Management</i> , 19(3), 162.	work motivation, job satisfaction, employee performance, employee engagement	SEM	Hasil penelitian menunjukkan bahwa motivasi berpengaruh positif terhadap kinerja karyawan TI, sedangkan kepuasan kerja bersifat independen. Keterikatan karyawan tidak secara langsung mempengaruhi kinerja karyawan, tetapi pengaruh mediasi melalui motivasi dan kepuasan kerja dapat berpengaruh signifikan terhadap kinerja karyawan.
6.	Aziez, A. (2022). The effect of employee engagement on employee performance with job satisfaction and compensation as mediating role. <i>Journal of Social Research</i> , 1(3), 221-230.	employee engagement, employee performance, job satisfaction, compensation	Kualitatif	Hasil penelitian menunjukkan bahwa employee engagement berpengaruh terhadap kepuasan kerja, kompensasi, kinerja karyawan sebagai peran mediasi.
7.	Soroush, et al. (2016) "The Relationship between Nurses' Clinical Competence and Burnout in Neonatal Intensive Care Units".	<i>Nurses' Clinical Competence, Burnout</i>	Regresi Berganda	Hasil dari penelitian ini membuktikan bahwa ada hubungan yang signifikan negatif antara kompetensi dengan <i>burnout</i>

8.	Gianandrea Pallich, et al. (2020) dalam penelitiannya yang berjudul <i>“Emotional Competence Predicts Outcome of an Inpatient Treatment Program for Burnout”</i> .	<i>Emotional Competence, Burnou</i>	Regresi Berganda	Hasil penelitian ini menunjukkan bahwa Peningkatan EC termasuk regulasi emosi yang lebih baik selama pengobatan memprediksi hasil pengobatan yang menguntungkan terkait gejala <i>burnout</i> dan depresi. Hasil penelitian saat ini harus dipertimbangkan dengan mempertimbangkan beberapa batasan metodologis.
9.	Nikolajevaite dan Sabaityte (2016) <i>“Relationship Between Employees’ Competencies and Job Satisfaction: British and Lithuanian Employees”</i> .	<i>Employees Competencies, Job Satisfaction</i>	Regresi Berganda	Hasil penelitian ini membuktikan ada hubungan yang signifikan positif antara kompetensi dengan kepuasan kerja.
10	Renyut (2017) <i>“The Effect of Organizational Commitment, Competence on Job satisfaction and Employees Performance in Maluku Governor's Office</i>	<i>Organizational Commitment, Competence, Job satisfaction, Employees Performance</i>	SEM	Hasil penelitian ini membuktikan hubungan sebagai berikut (1) Komitmen organisasi dan kompetensi berpengaruh positif dan signifikan terhadap kepuasan kerja, (2) Komitmen organisasi berpengaruh signifikan positif terhadap kinerja karyawan, (3) Kompetensi tidak berpengaruh terhadap kinerja karyawan, (4) Kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, (5) Kepuasan kerja tidak memediasi hubungan antara komitmen organisasi dengan kinerja karyawan.
11	Muhammad Yusup, Mukhtar, Risnita (2019) <i>“The Influence Of Competence, Work Participation and Job Satisfaction of Lecturers toward Work Productivity”</i>	<i>Competence, Work Participation, Job Satisfaction, Work Productivity</i>	SEM	Hasil penelitian adalah sebagai berikut: (bahwa terdapat pengaruh signifikan antara kompetensi terhadap kepuasan kerja dan kepuasan yang dimaksud merupakan tingkat kesenangan yang diterima seseorang dalam melakukan pekerjaan mereka

12	Adhi Prastistha Silen (2016) “Pengaruh Kompetensi dan Pengembangan Karir terhadap Kepuasan Kerja dengan Komitmen Organisasional sebagai Variabel Mediasi (Studi Pegawai Politeknik Ilmu Pelayaran (PIP) Semarang)”	Kompetensi, pengembangan karir, komitmen organisasional dan kepuasan Kerja	Regresi Berganda	Penelitian ini menunjukkan bahwa kompetensi dan pengembangan karir berpengaruh positif dan signifikan terhadap komitmen organisasional serta kepuasan kerja pegawai Politeknik Ilmu Pelayaran (PIP) Semarang. Komitmen organisasional juga berpengaruh positif dan signifikan terhadap kepuasan kerja. Namun, komitmen organisasional tidak berperan sebagai variabel mediasi dalam hubungan antara kompetensi maupun pengembangan karir terhadap kepuasan kerja.
13	Olivares-faúndez, <i>et al.</i> (2014) “ <i>Relationships between Burnout and Role Ambiguity, role conflict and employee absenteeism among health workers.</i> ”	<i>Burnout, Role Ambiguity, role conflict, employee absenteeism</i>	Regresi Berganda	Hasil penelitian ini adalah (1) Ambiguitas peran dan konflik peran berpengaruh signifikan positif terhadap <i>burnout</i> , (2) <i>Burnout</i> berpengaruh signifikan positif terhadap absensi karyawan.
14	Ida Yuni Pratiwi, dkk. (2019) “ <i>The Effect of Role Conflict, Role Ambiguity, and Role Overload in Burnout Government Internal Supervisors with Tri Hita Karana Culture as Moderation</i> ”	<i>Conflict, Role Ambiguity, Role Overload, Burnout</i>	SEM	Hasil analisis menunjukkan bahwa budaya Tri Hita Karana menimbulkan pengaruh konflik peran dan peran kelebihan beban dalam mengurangi <i>burnout</i> namun budaya Tri Hita karena tidak memoderasi pengaruh ambiguitas peran terhadap <i>burnout</i> yang dialami APIP di Inspektorat Provinsi Bali.
15	Nurul Khamndiniyati (2019) “Hubungan Konflik Peran Ganda dan Tipe Kepribadian DISC terhadap Sindrom Kelelahan (<i>Burnout</i>)”	Konflik Peran Ganda, Tipe Kepribadian DISC, (<i>Burnout</i>)”	Regesi Berganda	Hasil penelitian ini menunjukkan bahwa ada hubungan positif dan signifikan antara konflik keluarga dengan <i>burnout</i> melalui uji korelasi kendall tau dengan hasil R sebesar 0,056 dan nilai signifikan 0,000 ($p < 0,05$) dan ada hubungan positif dan signifikan antara tipe kepribadian

				DISC dengan burnout terhadap Pegawai wanita menikah di Kalimantan Timur ini dapat dilihat dengan hasil uji komparasi kruskal wallis dengan nilai signifikan 0,000 ($p < 0,05$).
16	Arina Afira Putri dan Olievia Prabandini Mulyana (2019) “Hubungan antara Konflik Peran Ganda dengan Kecenderungan Burnout pada Perawat Rsud Pamekasan”	Konflik Peran Ganda, Kecenderungan <i>Burnout</i>	korelasi <i>product moment</i>	Hasil analisis data penelitian ini menunjukkan bahwa nilai koefien korelasi sebesar $r = 0,853$ ($p < 0,000$). Hasil tersebut menunjukkan bahwa terdapat hubungan antara konflik peran ganda dengan kecenderungan <i>burnout</i> .
17	Eduard Yohannis Tamaela (2011) “Konsekuensi Konflik Peran, Kelebihan Beban Kerja dan Motivasi <i>Intrinsik</i> terhadap <i>Burnout</i> pada Dosen yang Merangkap Jabatan Struktural”	Konflik Peran, Kelebihan Beban Kerja, Motivasi <i>Intrinsik</i> , <i>Burnout</i>	SEM	Hasil pengujian hipotesis melalui analisis jalur menunjukkan bahwa motivasi intrinsik dan work overload berpengaruh signifikan terhadap burnout sedangkan konflik peran tidak berpengaruh terhadap burnout. Hasil lain dalam penelitian ini menunjukkan bahwa motivasi intrinsik terbukti berpengaruh signifikan terhadap konflik peran.
18	Nandavati, Soelton, Nanda, Linggarnusantra, dan Pebriani (2019) “Bagaimanakah Konflik Peran dan Beban Kerja Mempengaruhi Kinerja Karyawan dengan <i>Burnout</i> sebagai Variabel Intervening”.	Konflik Peran, Beban Kerja, Kinerja Karyawan, <i>Burnout</i>	SEM	Hasil penelitian ini adalah menunjukkan (1) konflik peran berpengaruh positif dan signifikan terhadap kelelahan (2) beban kerja berpengaruh positif dan signifikan terhadap burnout (3) konflik peran berpengaruh negatif dan signifikan terhadap kinerja karyawan (4) beban kerja yang berpengaruh negatif dan signifikan terhadap kinerja karyawan. (5) burnout yang berpengaruh negatif dan signifikan terhadap kinerja karyawan.

19	Conant (2017) <i>“The Impact of Role Conflict on Job Satisfaction of Independent School Athletic Directors”</i> .	<i>Role Conflict, Job Satisfaction</i>	SEM	Hasil penelitian ini adalah ada hubungan signifikan negatif antara konflik peran dengan kepuasan kerja. Kesimpulan penelitian ini adalah hubungan terbalik antara konflik peran dan kepuasan kerja yaitu peningkatan konflik peran menimbulkan kepuasan kerja yang menurun.
20	Jurado dan Luiz (2019) <i>“Burnout, Perceived Efficacy, and Job Satisfaction: Perception of the Educational Context in High School Teachers”</i>	<i>Burnout, Perceived Efficacy, Job Satisfaction</i>	SEM	Hasil penelitian ini adalah (1) Burnout berpengaruh signifikan negatif terhadap kepuasan kerja, (2) Burnout berpengaruh signifikan negatif terhadap efikasi yang dirasakan, (3) Efikasi yang dirasakan berpengaruh signifikan positif terhadap kepuasan kerja, (4) Efikasi yang dirasakan memediasi hubungan antara burnout dengan kepuasan kerja. Kesimpulan penelitian ini adalah meningkatkan efikasi yang dirasakan, mengurangi burnout dan meningkatkan kepuasan kerja guna mengembangkan otonomi pengajaran.
21	JungHoon (Jay) Lee dan Chihyung Ok (2012) <i>“Reducing Burnout and Enhancing Job Employees’ Satisfaction: Critical Role of Hotel Emotional Intelligence and Emotional Labor”</i> .	<i>Burnout, Enhancing Job Employees’ Satisfaction, Emotional Intelligence and Emotional Labor</i>	SEM	Penelitian menunjukkan bahwa Emotional Intelligence berpengaruh langsung dan tidak langsung dalam mengurangi burnout dan meningkatkan kepuasan kerja , melalui peran mediasi Emotional Distress , Emotional Engagement , dan personal accomplishment . Kepuasan kerja penting karena berdampak

				pada keterikatan dan kontribusi karyawan terhadap perusahaan.
22	Brahmasari, I. A. (2014). "Pengaruh kepemimpinan terhadap disiplin kerja, motivasi kerja dan kinerja perawat pelaksana di ruang rawat inap RSJ Menur Surabaya."	Kepemimpinan, disiplin kerja, motivasi kerja dan kinerja perawat	SEM	Hasil penelitian menunjukkan bahwa kepemimpinan berpengaruh signifikan terhadap disiplin dan motivasi kerja, serta motivasi kerja berpengaruh signifikan terhadap kinerja. Namun, disiplin dan kepemimpinan tidak berpengaruh signifikan terhadap kinerja. Pengaruh terbesar kepemimpinan terdapat pada disiplin, sementara kinerja paling dipengaruhi oleh motivasi kerja perawat di RSJ Menur Surabaya.
23	Pamungkas, B. C., Brahmasari, I. A., & Ratih, I. A. B. (2023). "The effect of transformational leadership, organizational culture, and management control system on employee performance with organizational commitment as the intervening variable at CV Makmur Jaya Abadi Surabaya City"	Transformational leadership, organizational culture, and management control system on employee performance with organizational commitment	SEM	Hasil penelitian menunjukkan bahwa kepemimpinan transformasional dan sistem pengendalian manajemen berpengaruh signifikan terhadap kinerja, namun hanya kepemimpinan transformasional yang berpengaruh signifikan terhadap komitmen organisasi. Sementara itu, budaya organisasi hanya berpengaruh signifikan terhadap kinerja, bukan komitmen. Selain itu, komitmen organisasi terbukti berpengaruh signifikan terhadap kinerja karyawan.
24	Hadian Nasab, A., & Afshari, L. (2019). "Authentic leadership and employee performance."	<i>Authentic leadership, employee</i>	SEM	Hasil penelitian menunjukkan bahwa kepemimpinan autentik berpengaruh signifikan terhadap komitmen organisasi dan

	<i>mediating role of organizational commitment.”</i>	<i>performance, organizational commitment</i>		kinerja karyawan, dengan komitmen organisasi berperan sebagai mediator dalam hubungan tersebut. Studi ini menegaskan bahwa gaya kepemimpinan autentik dapat meningkatkan kinerja melalui peningkatan komitmen organisasi, serta memberikan kontribusi teoritis terhadap literatur tentang employee performance (EP).
25	Chen, S., & Ji, Y. S. (2021). <i>“The effects of employees’ job satisfaction on work performance in social organization: Focusing on psychological capital and organizational identity as a mediator”</i>	<i>Job satisfaction, work performance, psychological capital, organizational</i>	SEM	Hasil penelitian menunjukkan bahwa kepuasan kerja, modal psikologis, dan identitas organisasi berpengaruh positif signifikan terhadap kinerja karyawan organisasi sosial, dengan modal psikologis dan identitas organisasi berperan sebagai mediator. Studi ini menekankan pentingnya peningkatan kepuasan kerja dan pengelolaan SDM untuk mendorong kinerja dan pembangunan berkelanjutan organisasi sosial. Inovasinya terletak pada penerapan kerangka kerja perusahaan umum ke organisasi sosial, meskipun penelitian terbatas pada wilayah Beijing-Tianjin-Hebei.
26	Al-dalahmeh, M., Khalaf, R., & Carmeli, A., Gilat, G., & Waldman, D. A. (2007). <i>“The role of perceived organizational performance in organizational</i>	<i>Organizational performance, organizational identification, adjustment, job performance</i>	SEM	Hasil penelitian menunjukkan bahwa tanggung jawab dan pengembangan sosial yang dipersepsikan memiliki pengaruh lebih besar terhadap identifikasi organisasi dibandingkan kinerja pasar dan keuangan,

	<i>identification, adjustment and job performance.”</i>			dan identifikasi organisasi ini berdampak positif pada penyesuaian dan kinerja kerja karyawan.
27	Al-dalahmeh, M., Khalaf, R., & Obeidat, B. (2018). <i>“The effect of employee engagement on organizational performance via the mediating role of job satisfaction: The case of IT employees in Jordanian banking sector.”</i>	<i>Employee engagement, organizational performance, job satisfaction</i>	SEM	Hasil penelitian menunjukkan bahwa keterlibatan karyawan TI (semangat, penyerapan, dedikasi) berpengaruh positif signifikan terhadap kinerja organisasi dan kepuasan kerja, dengan semangat sebagai kontributor terbesar. Kepuasan kerja juga berpengaruh positif terhadap kinerja organisasi dan sebagian memediasi hubungan antara keterlibatan karyawan TI dan kinerja. Studi ini merekomendasikan peningkatan keterlibatan dan kepuasan untuk mendukung kinerja TI di sektor perbankan Yordania.
28	Bakotić, D. (2016). <i>“Relationship between job satisfaction and organisational performance.”</i>	<i>Job satisfaction organisational performance</i>	SEM	Hasil penelitian ini menunjukkan adanya hubungan yang jelas antara kepuasan kerja karyawan dan kinerja organisasi di kedua arah, tetapi dengan intensitas yang cukup lemah. Analisis terperinci menunjukkan bahwa hubungan antara kepuasan kerja dan kinerja organisasi lebih kuat daripada hubungan antara kinerja organisasi dan kepuasan kerja. Dapat dinyatakan bahwa kepuasan kerja menentukan kinerja organisasi, daripada kinerja organisasi yang

				menentukan kepuasan kerja.
29	Pang, K., & Lu, C. S. (2018). “ <i>Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan.</i> ”	<i>Organizational motivation, employee job satisfaction, organizational performance</i>	SEM	Hasil penelitian menunjukkan bahwa remunerasi dan kinerja pekerjaan berpengaruh positif terhadap kinerja keuangan, sedangkan lingkungan kerja dan otonomi pekerjaan berpengaruh positif terhadap kinerja non-keuangan. Studi ini menyoroti pentingnya motivasi dan kepuasan kerja dalam meningkatkan kinerja organisasi di sektor pengiriman peti kemas, serta mengisi kekosongan penelitian empiris dalam konteks industri transportasi.

Lampiran 7 Tabulasi Responden 208

Re sp	x 1	x 2	X1 .1	x 3	x 4	X1 .2	x 5	x 6	X1 .3	x 7	x 8	X1 .4	x 9	x1 0	X2 .1	x1 1	x1 2	X2 .2	x1 3	x1 4	X2 .3	x1 5	x1 6	X3 .1	x1 7	x1 8	X3 .2	x1 9	x2 0
1	5	5	5	5	5	5	5	5	5	5	4	4,5	4	5	4,5	4	5	4,5	5	5	5	5	5	5	3	5	4	3	4
2	4	4	4	4	3	3,5	4	4	4	3	5	4	5	5	5	5	4	4,5	4	2	3	4	5	4,5	2	5	3,5	4	3
3	4	5	4,5	4	4	4	4	4	4	4	5	4,5	5	5	5	5	5	5	5	5	5	4	4	4	4	4	4	4	4
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Lampiran 8 Surat Ijin Penelitian



YAYASAN PERGURUAN 17 AGUSTUS 1945 SURABAYA
UNIVERSITAS 17 AGUSTUS 1945 (UNTAS) SURABAYA
FAKULTAS EKONOMI DAN BISNIS

PROGRAM STUDI MANAJEMEN (S1)
PROGRAM STUDI AKUNTANSI (S1)
PROGRAM STUDI EKONOMI PEMBANGUNAN (S1)
PROGRAM STUDI MAGISTER MANAJEMEN (S2)
PROGRAM STUDI DOKTOR ILMU EKONOMI (S3)

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Kampus: Jl. Semolowaru 45 Surabaya 60118, Telp (031) 5931800 Ext 140 , 141, E-mail: feb@untag-sby.ac.id

Nomor : 921 /K/FEB/IV/2025
Lampiran : -
Perihal : **Permohonan Ijin Penelitian**

Kepada : Yth. Bapak/Ibu Pimpinan PT. Surya Indo Plastic di Sidoarjo

Sehubungan dengan Penyusunan **Tesis** yang berjudul "PENGARUH KEPEMIMPINAN OTENTIK, IDENTITAS ORGANISASI DAN KETERIKATAN KARYAWAN TERHADAP KEPUASAN KERJA DAN KINERJA PERUSAHAAN PADA PT. SURYA INDO PLASTIC DI SIDOARJO" oleh mahasiswa Program Studi **Magister Manajemen** Fakultas Ekonomi Dan Bisnis Universitas 17 Agustus 1945 Surabaya, maka mahasiswa dibawah ini sangat memerlukan sumber data (referensi) guna melakukan Penelitian lapangan. Berkenaan dengan hal tersebut diatas, maka kami mohon perkenan Bapak/Ibu untuk memberikan ijin & bantuan kepada mahasiswa di bawah ini :

Nama : MUJIONO PANGESTU ALAM
N. P. M : 1262400020
Fakultas / Program Studi : Ekonomi dan Bisnis / Magister Manajemen
Alamat : Pondok wage Indah II blok LL no.6, Wage ,Taman Sidoarjo
Telp./Hp. : 0852-5904-8199

Guna melakukan penelitian pada :
"PT. SURYA INDO PLASTIC DI SIDOARJO"

Demikian permohonan kami, atas perhatian serta kerjasamanya kami sampaikan terima kasih.

Surabaya, 15 April 2025
Dekan

Prof. Dr. H. Slamet Riyadi, MSi., Ak. CA., CTA
NPP. 20220.93.0319

Lampiran 9 Kartu Bimbingan

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Lampiran 10 Turnitin

The Influence of Authentic Leadership, Organizational Identity and Employee Engagement on Job Satisfaction and Company Performance at PT. Surya Indo Plastic in Sidoarjo

by Alam Mujiono Pangestu

Submission date: 26-Jun-2025 08:33AM (UTC+0700)

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The Influence of Authentic Leadership, Organizational Identity and Employee Engagement on Job Satisfaction and Company Performance at PT. Surya Indo Plastic in Sidoarjo

Alam, Mujiono Pangestu ¹
 Email: 1262400020@surel.untag-sby.ac.id
 Ida Aju Brahmasari ²
 E-mail : brahmasari@untag-sby.ac.id

Address :
Faculty of Economics and Business
Univesitas 17 Agustus, 1945 Surabaya
Jl. Semolowaru No. 45, Menur Pumpungan, Sukolilo District, Surabaya

Abstract

PT. Surya Indo Plastic is a pioneer company that provides exceptional quality recycled plastic food packaging for the food and beverage industry. Established in 2006 in Indonesia. The company wants to make a positive impact and contribute to protecting the environment by offering food packaging that contains 100 percent recycled plastic, which meets the highest quality and performance standards. The company works hard to accelerate the recycling of its products. Because every cup, every lid must make a difference. PT. Surya Indo Plastic is an example that packaging can be made sustainably, to prevent plastic waste from entering our environment. By raising awareness, supporting the circular economy, and encouraging individuals and companies to recycle. SIP's ambition is to provide the best quality food packaging made from sustainable recycled plastic materials while providing the best customer service. PT Surya Indo Plastic's goal is to make a difference in food packaging through innovation, responsibility, and collaboration. The purpose of this study was to determine the effect of authentic leadership, organizational identity and employee engagement on job satisfaction and company performance at PT. Surya Indo Plastic in Sidoarjo. This study uses a quantitative method with primary data sources obtained from distributing questionnaires. The population of the study were employees of PT. Surya Indo Plastic in Sidoarjo. The selection of respondents was carried out using the saturated non-probability sampling method with a total of 208 respondents. The data analysis method used descriptive analysis and SEM-PLS analysis. The results showed that the variables of authentic leadership, organizational identity and employee engagement influenced job satisfaction and company performance of PT. Surya Indo Plastic in Sidoarjo.

Keywords: authentic leadership, organizational identity, employee engagement, job satisfaction, company performance

1. INTRODUCTION

Leadership in an organization is very important in determining the achievement of organizational goals, so determining the type of leadership applied in an organization is very important to conduct in-depth research so that the type of leadership chosen is in accordance with the direction and goals of the organization. The change of management members and the company's performance in general, still requires acceleration of its development as a business that provides benefits according to the expectations of shareholders, so there needs to be an evaluation and assessment of leadership style and its influence on job satisfaction where the final results related to company performance will increase and towards achieving the expectations of shareholders. The phenomenon of frequent management changes and the company's development stagnation is very important to be studied and analyzed in order to find out and prove the factors that influence this condition, and to make continuous improvements according to the company's performance expectations to be achieved. Leadership, especially authentic leadership, is an important study in leaders running an organization and achieving its goals, because there are often things that precede and have not been analyzed in depth that cause actual management changes, where this is very detrimental and disrupts the success of the organization in achieving its goals. Wong & Laschinger (2013) proved that the more managers were perceived as authentic, emphasizing transparency, balanced processing, self-awareness, and high ethical standards, the more employees felt they had access to empowering structures in the workplace, were satisfied with their jobs, and reported higher performance. While Ayça (2019) stated that one of the challenges for organizations is retaining good employees in a competitive business environment to achieve their goals. Ayça (2019) also stated that teams with more authentic characteristics in their leaders have more satisfied and committed employees.

Many factors that affect job satisfaction and company performance do not develop as expected, the company's business scale is not growing aggressively, initially leading technology in its field but being overtaken by new competitors that emerge, customers who switch to competitors, this is very important to immediately conduct a study and resolve the problem so that the company's business continuity can continue, develop, and become a market leader in its field. A strong organizational identification factor is said to be able to increase job satisfaction and company performance, which can then maintain business continuity and the company can continue. Yuan, Jia, & Zhao (2016) proved that organizational identification can significantly moderate the impact of organizational justice on job satisfaction. While Wilkins et al. (2016) proved that organizational identification is a stronger predictor of commitment, achievement, and satisfaction than social identification. Another thing that is also mentioned is that employee engagement factors can also increase company satisfaction and performance (Pamungkas, Brahmasari & Brahma Ratih (2023). Riyanto, Endri & Herlisha (2021) prove that employee engagement does not directly affect employee performance, but has an effect through motivation, and job satisfaction affects employee performance. Meanwhile, Aziez (2022) states that employee engagement affects employee satisfaction and performance.

Another thing that is also very important to improve is employee job satisfaction, where there is another phenomenon that needs to be observed, namely the large number of employees who have the status of wanting to work elsewhere. This is detected from the professional work process of employees who want to... changing jobs. Several issues such as lack of career growth, inadequate compensation, and poor work-life balance. In addition, organizational culture, leadership style, and interpersonal relationships play an important role in shaping employee commitment to their organization (Brahmasari, 2014). The implications of leadership affect team cohesion, productivity,

and overall organizational performance. The company's growth that has not been as expected, this situation will have a negative impact on the company in the long term, such as the erosion of market share due to declining customer trust, declining employee job satisfaction will result in unstable work processes and results and ultimately the company's performance in general will stagnate. Therefore, understanding leadership styles and their applications in directing and influencing organizations is very important so that leadership style strategies that are in accordance with organizational culture will be an effective strategy, especially at PT. Surya Indo Plastic in Sidoarjo.

PT. Surya Indo Plastic is a company that provides exceptional quality recycled plastic food packaging for the food and beverage industry. Established in 2006 in Indonesia. The company wants to make a positive impact and contribute to protecting the environment by offering food packaging that contains one hundred percent recycled plastic, which meets the highest quality and performance standards. The company is working hard to accelerate the recycling of its products. Because every cup and every lid makes a difference. PT. Surya Indo Plastic is an example that packaging can and should be made sustainably, to prevent plastic waste from entering our environment. By raising awareness, supporting the circular economy, and encouraging individuals and companies to recycle. PT. Surya Indo Plastic's ambition is to provide the best quality food packaging made from sustainable recycled plastic materials while providing the best customer service. SIP's goal is to make a difference in food packaging through innovation, responsibility and collaboration.

2. LITERATURE REVIEW

Several studies have examined the relationship between *job* satisfaction and company performance and the activities carried out by the company.

By using *VOSviewer software* and metadata from *Publish or Perish* with the keyword job satisfaction, 45 items and 7 research clusters were obtained which were distinguished by color that discussed the research topic on job satisfaction having several relationships with other variables. This can be seen from the Overlay Visualization in Figure 1.

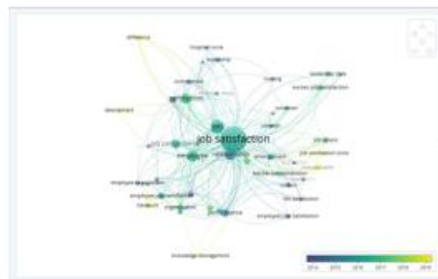


Figure 1. Overlay Visualization

Meanwhile, when viewed from the visualization of research density, job satisfaction shows a nearly clear picture. This also shows that research on job satisfaction has not been done too much by researchers. Density visualization can be seen in Figure 1.2.

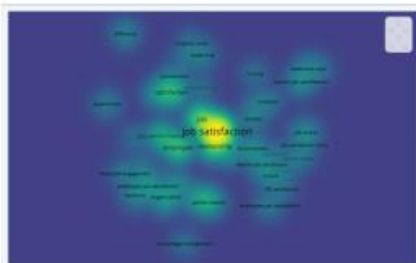


Figure 2. Density visualization

Based on the literature review conducted, the relationship between authentic leadership style, organizational identity, employee engagement, job satisfaction and its contribution to company performance has not been widely studied. Therefore, this study aims to explore the relationship between the five aspects in the industrial sector, especially at PT. Surya Indo Plastic in Sidoarjo. By making employee job satisfaction a moderating variable, it becomes novelty in this study.

With a literature review and observation of the research object, the variables to be studied are selected, with the following theoretical study:

Authentic Leadership is an authentic leader who has high integrity, is responsible for his actions, and makes decisions based on principles (Messik, 2005: 179). Authentic Leadership has indicators including: 1). Self-Awareness, 2). Relational Transparency, 3). Balanced Information Processing, 4). Internalized Moral Perspective (Walumbwa et al., 2018).

Organization Identity is a characteristic of an organization that is enduring and contributes to the uniqueness and distinctiveness of the organization, which is based on a self-reflective approach that captures the main features that are enduring and distinctive (Albert and Whetten 1985). Organizational identity has indicators including: 1). main (*centrality*), 2). continuity, and 3). different (*distinctive*) (Albert and Whetten 1985, and Gioia et al., 2000).

Employee engagement as an illusory force that motivates workers to higher levels of performance Wellins and Concelman quoted (Limono, 2010). Another opinion from Harter, Schmidt, and Hayes quoted by Limono (2010) defines employee engagement as the involvement and satisfaction of individuals with a sense of enthusiasm for their work. Employee engagement is the emotional, cognitive and physical involvement of workers which then motivates them to complete tasks with a sense of satisfaction and enthusiasm.

Job satisfaction (*Job Satisfaction*) Employee engagement is the emotional, cognitive and physical involvement of workers which then motivates them to complete tasks with satisfaction and enthusiasm. (Harter et al., 2002). Employee Engagement has indicators including: 1). Vigor, 2). Dedication, and 3). Absorption (Noviardy, 2020).

Company performance (*Company Performance*) is the results shown by an organization or the level of achievement of the implementation of an organization's tasks in an effort to realize the goals, objectives, mission and vision of the organization (Bastian (2015: 172). Company performance has indicators including: 1). Input, 2). Process, 3). Output or (*output*), 4). Results (*outcome*), 5). Benefits (*benefits*), and 6). Impact (*impact*) (Mustopadadja, 2013: 189).

3. RESEARCH METHODOLOGY

A research framework that describes the relationship between research variables can be built based on the problems and literature review shown in Figure 3.

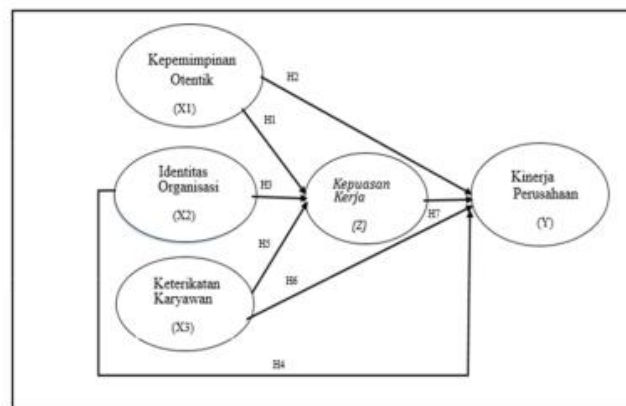


Figure 3: Research Conceptual Framework

Based on the variables selected by the researcher and the available literature, the following hypothesis was developed:

1. Authentic leadership has a significant impact on company performance.
2. Authentic Leadership through job satisfaction has a significant impact on company performance.
3. Organizational identity has a significant impact on company performance.

4. Organizational identity through job satisfaction has a significant effect on company performance.
5. Employee engagement has a significant impact on company performance.
6. Employee engagement through job satisfaction has a significant impact on company performance.
7. Job satisfaction has a significant impact on company performance.

This research is a causal research. The population of this study is all employees of PT. Surya Indo Plastic in Sidoarjo, a total of 208 employees. (Malhotra & Birks, 2007). The sampling technique in this study is non-random or non-probability sampling. The type of non-probability sampling used is saturated sampling, as many as 208 respondents. The analysis technique uses SEM (Structural Equation Modeling) with the help of Warp PLS (Warp Partial Least Square) software.

The data source in this study is primary data, obtained from questionnaire responses. Data were collected by providing several statements in the questionnaire and about their demographic factors, perceptions of responses using a 5-level Likert scale, with a score interval from 1 (strongly disagree) to 5 (strongly agree), then descriptive statistical analysis and hypothesis testing were carried out.

4. RESULTS

Respondent descriptions include gender, age, education level, and marital status are shown in Table 1 as follows:

Table 1. Characteristics of respondents (N = 208)

Characteristics		Frequency	Percentage (%)
Gender	Male	146	70.2
	Female	62	29.8
Age	< 30 years	44	21.0
	31-40 years	134	64.5
	> 40 years	30	14.5
Education Level	SENIOR HIGH SCHOOL	122	58.7
	Bachelor	70	33.7
	Postgraduate	16	07.6
Length of work	< 1 year	30	14.4
	1-4 years	156	75.0
	> 4 years	22	10.6

Descriptive data analysis of 208 respondents shows that: the gender of respondents is dominated by men (70.2%). Respondent characteristics based on age, dominated in the age range of 31-40 years, which is 64.5 %, at the age of > 40 years, as much as 14.5 %, and at the age of < 30 years, as much as 21.0 % of respondents. The education level of the majority of respondents is high school which reaches 58.7 %, while the rest have a bachelor's degree 33.7 %, and postgraduate 07.6%. Length of work is dominated in the age range 1-4 years, which is 75.0 %.

Goodness of fit model is analyzed from the value of Average Path Coefficient (APC), Average R Squared (ARS), Average adjusted R-squared (AARS) and Average Variance Inflation Factor

(AVIF). Table 2 shows the results of the analysis. Where AVIF and APC indicate the multicollinearity of independent variables and their relationships. The evaluation data indicates that the model is acceptable.

Table 2. Goodness of fit model

Results	Value	P-Value	Criteria	Description
Average path coefficient	0.347	0.000	$P_v \leq 0.05$	Supported
Average R-squared	0.871	0.000	$P_v \leq 0.05$	Supported
Average adjusted R-squared	0.868	0.000	$P_v \leq 0.05$	Supported
Average block VIF	3.795	0.000	$V \leq 5.000$	Supported

Source: WarpPLS Output

Validity Test of Research Variables

Discriminant validity is indicated by the AVE,s (square roots of average variance extracted) value, where the AVE,s value is in the diagonal position in the correlations among latent variables output of WarpPLS, and the expected value is greater than the correlation value in the same block. Based on Table 3, the value in the diagonal block is greater than the value in the same block. Thus, all variables meet the discriminant validity criteria.

Table 3. Correlations among latent variables

Variable	Kep_Ont	Iden_Or	Ket_Kar	Satisfaction	Kin_Per
Kep_Ont	0.911	0.333	0.830	0.369	0.369
Iden_Or	0.333	0.895	0.191	0.709	0.640
Ket_Kar	0.830	0.191	0.996	0.210	0.300
Satisfaction	0.369	0.709	0.210	0.876	0.755
Kin_Per	0.369	0.640	0.300	0.755	0.813

Source: WarpPLS Output

Reliability Test of Research Variables

The reliability test of research variables is measured using two criteria, namely composite reliability and Cronbach's alpha.

Table 4. Reliability Test Results

Cut Off Value	Variable	Kep_Ont	Iden_Or	Ket_Kar	Satisfaction	Notes
Cronbach's Alpha	> 0.6	0.770	0.727	0.711	0.888	All items meet the requirements
Composite Reliability	> 0.7	0.802	0.716	0.839	0.802	

Source: WarpPLS Output

Table 4 shows that the cronbach alpha value of each variable is greater than 0.6. Also, the composite reliability value is greater than 0.7. Therefore, all constructs have met the requirements.

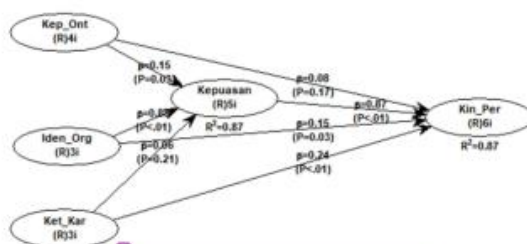


Figure 1. Coefficient of research model path
(B= coefficient; p=probability; R^2 =determination)

1 Hypothesis testing

Hypothesis testing is carried out based on the estimated significance values of the research model parameters as shown in Table 5.

Table 5. Hypothesis Testing

H	Relationship	Standardize d Coefficient	P	Decision
H1	Authentic Leadership → Company performance	0.076	0.171	rejected
H 2	Authentic Leadership → Employee Job Satisfaction → Company Performance	0.128	0.012	accepted
H 3	Organizational Identity → Company Performance	0.155	0.026	accepted
H4	Organizational identity → Employee Job Satisfaction → Company performance	0.766	0.000	accepted
H5	Employee Engagement → Company Performance	0.237	0.001	accepted
H 6	Employee Engagement → Employee Job Satisfaction → Company performance	0.057	0.160	rejected
H 7	Employee Job Satisfaction → Company Performance	0.875	0.009	accepted

Source: WarpPLS Output

5. DISCUSSION AND DISCUSSION

This study found that company performance at PT. Surya Indo Plastic in Sidoarjo can be explained significantly by the variables authentic leadership, organizational identity, employee engagement and job satisfaction. This study also proves that job satisfaction is a positive intervening

variable in this study. For clarity, the discussion and discussion of the research results are carried out one by one as follows:

5.1. Authentic Leadership has no significant effect on Company Performance.

The findings of this study inform that authentic leadership has no significant effect on company performance. Thus, authentic leadership does not provide reinforcement to company performance. This evidence shows that authentic leadership at PT. Surya Indo Plastic Sidoarjo according to respondents is not as expected. This is reflected in the respondents' answers which state that leaders do not yet understand their strengths and weaknesses in carrying out their duties, and do not yet have a good understanding of their own emotions and motivations. Leaders sometimes even hide important information related to work, and leaders have not communicated honestly and openly to employees.

The results of this study differ from the findings of Ayca (2023) who proved that authentic leadership and two additional components (trust in superiors and trust in the organization) have a positive effect on employee performance. The results of the study also differ from the findings of Batubara et al. (2025) which showed that authentic leadership has a significant effect on high employee performance and company performance. This shows the importance of authentic leadership and organizational culture in improving company performance, as well as providing insight into human resource management in the agribusiness sector. Also different from the findings of Kustiawan, U. (2023) who proved that authentic leadership is a driver of leadership trust and citizenship behavior that can produce employee performance. Authentic leadership is important for increasing trust in leaders and citizenship behavior.

5.2. Authentic Leadership has a significant influence on Company Performance through Job Satisfaction

The findings of this study inform that authentic leadership has a significant effect on company performance through employee job satisfaction. Thus, authentic leadership provides reinforcement to company performance through employee job satisfaction. This informs that job satisfaction is a good intervening variable in the relationship between authentic leadership and company performance. at PT. Surya Indo Plastic Sidoarjo. Thus, to improve company performance can be done through authentic leadership and employee job satisfaction.

5.3. Organizational identity has a significant influence on Company Performance

The findings of this study inform that influential organizational identity significant to company performance. Thus, organizational identity provides reinforcement to company performance. This evidence shows that The organizational identity of employees at PT. Surya Indo Plastic Sidoarjo according to respondents is good. This is reflected in the respondents' answers stating that organizational values are the main guideline in every decision taken, and the organization has a strong work culture in shaping the behavior of its employees. Even the identity of the organization is maintained despite facing changes or external challenges, and the organization consistently maintains the traditional values that have been built since the beginning.

The results of this study confirm the statement of Tajfel & Turner (1979) who stated that employees identify with their organization and its values, goals, and image. This identification influences how strongly they are committed to the organization and influences their behavior. Organizational identification refers to the degree to which employees personally connect with and internalize the identity of the organization. When employees strongly identify with the organization, they tend to align their goals with the organization's goals and show greater loyalty, commitment, and motivation. The results of this study are in accordance with the findings of Carmeli, Gilat & Waldman

(2007) who showed that two forms of organizational performance (perceived social responsibility and development and perceived market and financial performance) are associated with organizational identification. However, when compared to perceived market and financial performance, perceived social responsibility and development have a greater effect on organizational identification, which in turn results in increased employee performance outcomes.

5.4. Organizational identity has a significant influence on Company Performance through Employee Job Satisfaction

The findings of this study inform that organizational identity has a significant influence on company performance through employee job satisfaction. Thus, organizational identity provide reinforcement to company performance through employee job satisfaction. This informs that job satisfaction is a good intervening variable, in the relationship between organizational identity and company performance, at PT. Surya Indo Plastic Sidoarjo. Thus, to improve company performance can be done through organizational identity and employee job satisfaction.

5.5. Employee Engagement has a significant impact on Company Performance

The findings of this study inform that Employee engagement has a significant effect on company performance. Thus, employee engagement provides reinforcement to company performance. This evidence shows that Employee engagement at PT. Surya Indo Plastic Sidoarjo according to respondents is good. This is reflected in the respondents' answers which state that respondents are proud to be part of this organization, and are able to face challenges in work with enthusiasm. Even employees are very committed to their work, and highly dedicated to being part of this organization.

The results of this study, in accordance with the findings of Al-dalahmeh, Khalaf, & Obeidat (2018) showed that employee engagement significantly affects organizational performance and its three dimensions, passion, absorption, and dedication contribute significantly to organizational performance. They also showed that employee engagement positively affects job satisfaction, where passion has the greatest contribution. In addition, it was found that job satisfaction significantly and positively affects organizational performance. Furthermore, job satisfaction only partially mediates the relationship between employee engagement and organizational performance. The results of the study, also in accordance with the findings of Fidyah & Setiawati (2020) which revealed that employee engagement positively and significantly affects job satisfaction and employee performance; job satisfaction positively and significantly affects employee performance; Furthermore, job satisfaction mediates the relationship between employee engagement and employee performance.

5.6. Employee Engagement has no significant effect on Company Performance through Employee Job Satisfaction

The findings of this study inform that employee engagement has no significant effect on company performance through employee job satisfaction, thus employee engagement does not provide reinforcement to company performance through employee job satisfaction. This informs that employee job satisfaction is a less good intervening variable in the relationship between employee engagement and company performance, at PT. Surya Indo Plastic Sidoarjo.

5.7. Job Satisfaction has a significant effect on Company Performance

The findings of this study inform that Employee job satisfaction has a significant influence on company performance, thus employee job satisfaction strengthens company performance. This evidence shows that Employee job satisfaction at PT. Surya Indo Plastic Sidoarjo according to respondents is good. This is reflected in the respondents' answers stating that my job gives me personal satisfaction, and I enjoy the responsibilities I carry out at work. Even the salary I receive is in

accordance with the contribution I make to the company, and I am satisfied with the payroll system implemented in the company.

This study is in accordance with the findings of Pang & Lu (2018) which states that remuneration and job performance have a positive effect on financial performance dimensions such as return on assets, turnover growth rate, and profitability, while work environment and job autonomy have a positive effect on non-financial performance dimensions, such as customer service, employee productivity, and service quality. The results of the study are also in accordance with the findings of Bakotić (2016) which show a clear relationship between employee job satisfaction and organizational performance in both directions.

6. CONCLUSION AND SUGGESTIONS

The findings of this study indicate that : Authentic leadership has a positive and insignificant effect on company performance.; Authentic leadership has a positive and significant effect on company performance through employee job satisfaction.; Organizational identity has a positive and significant effect on company performance.; Organizational identity has a positive and significant effect on company performance through employee job satisfaction.; Employee engagement has a positive and significant effect on company performance.; Employee engagement has a positive and insignificant effect on company performance through employee job satisfaction. Employee job satisfaction has a positive and significant effect on the performance of PT. Surya Indo Plastic Sidoarjo.

For further research, it is necessary to expand the scope of the research. It is also recommended to conduct further research on the influence of other factors that affect employee performance and other variables, which are not yet part of this research topic, where there are still many other variables that can affect company performance.

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The Influence of Authentic Leadership, Organizational Identity and Employee Engagement on Job Satisfaction and Company Performance at PT. Surya Indo Plastic in Sidoarjo

Mujiono Pangestu Alam ¹ Ida Aju Brahmasari ² Ida Aju Brahma Ratih ³

¹Universitas 17 Agustus 1945 Surabaya;E-mail: 1262400020@sirel.untag-sby.ac.id

²Universitas 17 Agustus 1945 Surabaya;Email: brahmasari@untag-sby.ac.id

³Universitas 17 Agustus 1945 Surabaya;E-mail: brahmaratih@untag-sby.ac.id

Abstract: PT. Surya Indo Plastic is a pioneer company that provides exceptional quality recycled plastic food packaging for the food and beverage industry. Established in 2006 in Indonesia. The company wants to make a positive impact and contribute to protecting the environment by offering food packaging that contains 100 percent recycled plastic, which meets the highest quality and performance standards. The company works hard to accelerate the recycling of its products. Because every cup, every lid must make a difference. PT. Surya Indo Plastic is an example that packaging can be made sustainably, to prevent plastic waste from entering our environment. By raising awareness, supporting the circular economy, and encouraging individuals and companies to recycle. SIP's ambition is to provide the best quality food packaging made from sustainable recycled plastic materials while providing the best customer service. PT Surya Indo Plastic's goal is to make a difference in food packaging through innovation, responsibility, and collaboration. The purpose of this study was to determine the effect of authentic leadership, organizational identity and employee engagement on job satisfaction and company performance at PT. Surya Indo Plastic in Sidoarjo. This study uses a quantitative method with primary data sources obtained from distributing questionnaires. The population of the study were employees of PT. Surya Indo Plastic in Sidoarjo. The selection of respondents was carried out using the saturated non-probability sampling method with a total of 208 respondents. The data analysis method used descriptive analysis and SEM-PLS analysis. The results showed that the variables of authentic leadership, organizational identity and employee engagement influenced job satisfaction and company performance of PT. Surya Indo Plastic in Sidoarjo.

Keywords: authentic leadership, organizational identity, employee engagement, job satisfaction, company performance

1. INTRODUCTION

Leadership in an organization is very important in determining the achievement of organizational goals, so determining the type of leadership applied in an organization is very important to conduct in-depth research so that the type of leadership chosen is in accordance with the direction and goals of the organization. The change of management members and the company's performance in general, still requires acceleration of its development as a business that provides benefits according to the expectations of shareholders, so there needs to be an evaluation and assessment of leadership style and its

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influence on job satisfaction where the final results related to company performance will increase and towards achieving the expectations of shareholders. The phenomenon of frequent management changes and the company's development stagnation is very important to be studied and analyzed in order to find out and prove the factors that influence this condition, and to make continuous improvements according to the company's performance expectations to be achieved. Leadership, especially authentic leadership, is an important study in leaders running an organization and achieving its goals. because there are often things that precede and have not been analyzed in depth that cause actual management changes, where this is very detrimental and disrupts the success of the organization in achieving its goals. Wong & Laschinger (2013) proved that the more managers were perceived as authentic, emphasizing transparency, balanced processing, self-awareness, and high ethical standards, the more employees felt they had access to empowering structures in the workplace, were satisfied with their jobs, and reported higher performance. While Ayça (2019) stated that one of the challenges for organizations is retaining good employees in a competitive business environment to achieve their goals. Ayça (2019) also stated that teams with more authentic characteristics in their leaders have more satisfied and committed employees.

Many factors that affect job satisfaction and company performance do not develop as expected, the company's business scale is not growing aggressively, initially leading technology in its field but being overtaken by new competitors that emerge, customers who switch to competitors, this is very important to immediately conduct a study and resolve the problem so that the company's business continuity can continue, develop, and become a market leader in its field. A strong organizational identification factor is said to be able to increase job satisfaction and company performance, which can then maintain business continuity and the company can continue. Yuan, Jia, & Zhao (2016) proved that organizational identification can significantly moderate the impact of organizational justice on job satisfaction. While Wilkins et al. (2016) proved that organizational identification is a stronger predictor of commitment, achievement, and satisfaction than social identification. Another thing that is also mentioned is that employee engagement factors can also increase company satisfaction and performance (Pamungkas, Brahmasari & Brahma Ratih (2023). Riyanto, Endri & Herlisha (2021) prove that employee engagement does not directly affect employee performance, but has an effect through motivation, and job satisfaction affects employee performance. Meanwhile, Aziez (2022) states that employee engagement affects employee satisfaction and performance.

Another thing that is also very important to improve is employee job satisfaction, where there is another phenomenon that needs to be observed, namely the large number of employees who have the status of wanting to work elsewhere. This is detected from the professional work process of employees who want to... changing jobs. Several issues such as lack of career growth, inadequate compensation, and poor work-life balance. In addition, organizational culture, leadership style, and interpersonal relationships play an important role in shaping employee commitment to their organization (Brahmasari, 2014). The implications of leadership affect team cohesion, productivity, and overall organizational performance. The company's growth that has not been as expected, this situation will have a negative impact on the company in the long term, such as the erosion of market share due to declining customer trust, declining employee job satisfaction will result in unstable work processes and results and ultimately the company's performance in general will stagnate. Therefore, understanding leadership styles and their applications in directing and influencing organizations is very important so that leadership style strategies that are in accordance with organizational culture will be an effective strategy, especially at PT. Surya Indo Plastic in Sidoarjo.

PT. Surya Indo Plastic is a company that provides exceptional quality recycled plastic food packaging for the food and beverage industry. Established in 2006 in Indonesia. The company wants to make a positive impact and contribute to protecting the environment by offering food packaging that contains one hundred percent recycled

plastic, which meets the highest quality and performance standards. The company is working hard to accelerate the recycling of its products. Because every cup and every lid makes a difference. PT. Surya Indo Plastic is an example that packaging can and should be made sustainably, to prevent plastic waste from entering our environment. By raising awareness, supporting the circular economy, and encouraging individuals and companies to recycle. PT. Surya Indo Plastic's ambition is to provide the best quality food packaging made from sustainable recycled plastic materials while providing the best customer service. SIP's goal is to make a difference in food packaging through innovation, responsibility and collaboration.

2. LITERATURE REVIEW

Several studies have examined the relationship between *job* satisfaction and company performance and the activities carried out by the company.

By using *VOSviewer software* and metadata from *Publish or Perish* with the keyword job satisfaction, 45 items and 7 research clusters were obtained which were distinguished by color that discussed the research topic on job satisfaction having several relationships with other variables. This can be seen from the Overlay Visualization in Figure 1.

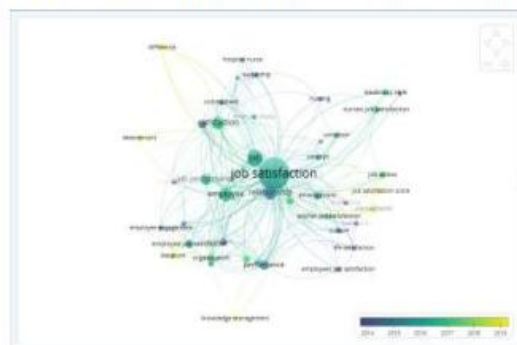


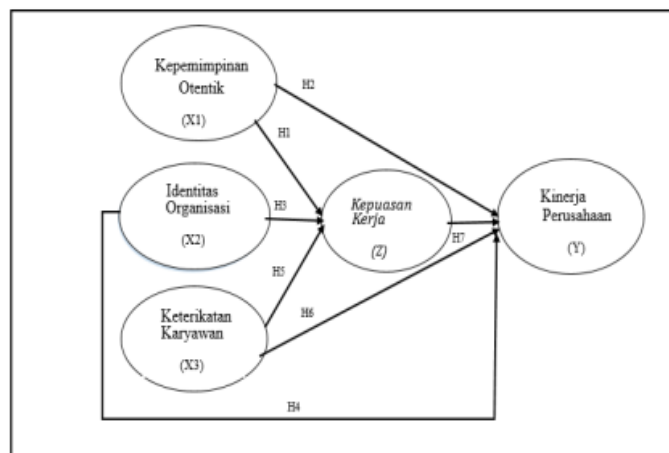
Figure 1. Overlay Visualization

Meanwhile, when viewed from the visualization of research density, job satisfaction shows a nearly clear picture. This also shows that research on job satisfaction has not been done too much by researchers. Density visualization can be seen in Figure 1.2.

(*output*), 4). Results (*outcome*), 5). Benefits (*benefits*), and 6). Impact (*impact*) (Aristopadjadja, 2013: 189).

3. RESEARCH METHODOLOGY

A research framework that describes the relationship between research variables can be built based on the problems and literature review shown in Figure 3.



Based on the variables selected by the researcher and the available literature, the following hypothesis was developed:

1. Authentic leadership has a significant impact on company performance.
2. Authentic Leadership through job satisfaction has a significant impact on company performance.
3. Organizational identity has a significant impact on company performance.
4. Organizational identity through job satisfaction has a significant effect on company performance.
5. Employee engagement has a significant impact on company performance.
6. Employee engagement through job satisfaction has a significant impact on company performance.
7. Job satisfaction has a significant impact on company performance.

This research is a causal research. The population of this study is all employees of PT. Surya Indo Plastic in Sidoarjo, a total of 208 employees. (Malhotra & Birks, 2007). The sampling technique in this study is non-random or non-probability sampling. The type of non-probability sampling used is saturated sampling, as many as 208 respondents. The analysis technique uses SEM (Structural Equation Modeling) with the help of Warp PLS (Warp Partial Least Square) software.

The data source in this study is primary data, obtained from questionnaire responses. Data were collected by providing several statements in the questionnaire and about their demographic factors, perceptions of responses using a 5-level Likert scale, with a score interval from 1 (strongly disagree) to 5 (strongly agree), then descriptive statistical analysis and hypothesis testing were carried out.

4. RESULTS

Respondent descriptions include gender, age, education level, and marital status are shown in Table 1 as follows:

Table 1. Characteristics of respondents (N = 208)

Characteristics		Frequency	Percentage (%)
Gender	Male	146	70.2
	Female	62	29.8
Age	< 30 years	44	21.0
	31-40 years	134	64.5
	> 40 years	30	14.5
Education Level	SENIOR HIGH SCHOOL	122	58.7
	Bachelor	70	33.7
	Postgraduate	16	7.6
Length of work	< 1 year	30	14.4
	1-4 years	156	75.0
	> 4 years	22	10.6

Descriptive data analysis of 208 respondents shows that: the gender of respondents is dominated by men (70.2%). Respondent characteristics based on age, dominated in the age range of 31-40 years, which is 64.5 %, at the age of > 40 years, as much as 14.5 %, and at the age of < 30 years, as much as 21.0 % of respondents. The education level of the majority of respondents is high school which reaches 58.7 %, while the rest have a bachelor's degree 33.7 %, and postgraduate 7.6%. Length of work is dominated in the age range 1-4 years, which is 75.0 %.

Goodness of fit model is analyzed from the value of Average Path Coefficient (APC), Average R Squared (ARS), Average adjusted R-squared (AARS) and Average Variance Inflation Factor (AVIF). Table 2 shows the results of the analysis. Where AVIF and APC indicate the multicollinearity of independent variables and their relationships. The evaluation data indicates that the model is acceptable.

Table 2. Goodness of fit model

Results	Value	P-Value	Criteria	Description
Average path coefficient	0.347	0.000	$P_v \leq 0.05$	Supported
Average R-squared	0.871	0.000	$P_v \leq 0.05$	Supported
Average adjusted R-squared	0.868	0.000	$P_v \leq 0.05$	Supported
Average block VIF	3.795	0.000	$V \leq 5,000$	Supported

Source: WarpPLS Output

Validity Test of Research Variables

Discriminant validity is indicated by the AVE_s (square roots of average variance extracted) value, where the AVE_s value is in the diagonal position in the correlations among latent variables output of WarpPLS, and the expected value is greater than the correlation value in the same block. Based on Table 3, the value in the diagonal block is greater than the value in the same block. Thus, all variables meet the discriminant validity criteria.

Table 3. Correlations among latent variables

Variable	Kep_Ont	Iden_Or	Ket_Kar	Satisfaction	Kin_Per
Kep_Ont	0.911	0.333	0.830	0.369	0.369
Iden_Or	0.333	0.895	0.191	0.709	0.640
Ket_Kar	0.830	0.191	0.996	0.210	0.300
Satisfaction	0.369	0.709	0.210	0.876	0.755
Kin_Per	0.369	0.640	0.300	0.755	0.813

Source: WarpPLS Output

Reliability Test of Research Variables

The reliability test of research variables is measured using two criteria, namely composite reliability and Cronbach's alpha.

Table 4. Reliability Test Results

Cut Off Value	Variable	Kep_Ont	Iden_Or	Ket_Kar	Satisfaction	Notes
Cronbach's Alpha	> 0.6	0.770	0.727	0.711	0.888	All items meet the requirements
Composite Reliability	> 0.7	0.802	0.716	0.839	0.802	

Source: WarpPLS Output

Table 4 shows that the cronbach alpha value of each variable is greater than 0.6. Also, the composite reliability value is greater than 0.7. Therefore, all constructs have met the requirements.

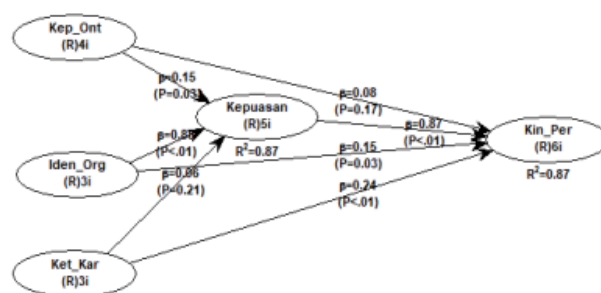


Figure 1. Coefficient of research model path
(B= coefficient; p=probability; R²=determination)

Hypothesis testing

Hypothesis testing is carried out based on the estimated significance values of the research model parameters as shown in Table 5.

Table 5. Hypothesis Testing

H	Relationship	Standardized Coefficient	P	Decision
H1	Authentic Leadership → Company performance	0.076	0.171	rejected
H 2	Authentic Leadership → Employee Job Satisfaction → Company Performance	0.128	0.012	accepted
H 3	Organizational Identity → Company Performance	0.155	0.026	accepted
H4	Organizational identity → Employee Job Satisfaction → Company performance	0.766	0.000	accepted
H5	Employee Engagement → Company Performance	0.237	0.001	accepted
H 6	Employee Engagement → Employee Job Satisfaction → Company performance	0.057	0.160	rejected
H 7	Employee Job Satisfaction → Company Performance	0.875	0.009	accepted

Source: WarpPLS Output

5. DISCUSSION AND DISCUSSION

This study found that company performance at PT. Suciya Indo Plastic in Sidoarjo can be explained significantly by the variables authentic leadership, organizational identity, employee engagement and job satisfaction. This study also proves that job satisfaction is a positive intervening variable in this study. For clarity, the discussion and discussion of the research results are carried out one by one as follows:

5.1. Authentic Leadership has no significant effect on Company Performance.

The findings of this study inform that authentic leadership has no significant effect on company performance. Thus, authentic leadership does not provide reinforcement to company performance. This evidence shows that authentic leadership at PT. Suciya Indo Plastic Sidoarjo according to respondents is not as expected. This is reflected in the respondents' answers which state that leaders do not yet understand their strengths and weaknesses in carrying out their duties, and do not yet have a good understanding of their own emotions and motivations. Leaders sometimes even hide important information related to work, and leaders have not communicated honestly and openly to employees.

The results of this study differ from the findings of Ayra (2023) who proved that authentic leadership and two additional components (trust in superiors and trust in the organization) have a positive effect on employee performance. The results of the study also differ from the findings of Batubara et al. (2025) which showed that authentic leadership has a significant effect on high employee performance and company performance. This shows the importance of authentic leadership and organizational culture in improving company performance, as well as providing insight into human resource management in the agribusiness sector. Also different from the findings of Kustiawan, U. (2023) who proved that authentic leadership is a driver of leadership trust and citizenship behavior that can produce employee performance. Authentic leadership is important for increasing trust in leaders and citizenship behavior.

5.2. Authentic Leadership has a significant influence on Company Performance through Job Satisfaction

The findings of this study inform that authentic leadership has a significant effect on company performance through employee job satisfaction. Thus, authentic leadership provides reinforcement to company performance through employee job satisfaction. This informs that job satisfaction is a good intervening variable in the relationship between authentic leadership and company performance. at PT. Surya Indo Plastic Sidoarjo. Thus, to improve company performance can be done through authentic leadership and employee job satisfaction.

5.3. Organizational identity has a significant influence on Company Performance

The findings of this study inform that influential organizational identity significant to company performance. Thus, organizational identity provides reinforcement to company performance. This evidence shows that The organizational identity of employees at PT. Surya Indo Plastic Sidoarjo according to respondents is good. This is reflected in the respondents' answers stating that organizational values are the main guideline in every decision taken, and the organization has a strong work culture in shaping the behavior of its employees. Even the identity of the organization is maintained despite facing changes or external challenges, and the organization consistently maintains the traditional values that have been built since the beginning.

The results of this study confirm the statement of Tajfel & Turner (1979) who stated that employees identify with their organization and its values, goals, and image. This identification influences how strongly they are committed to the organization and influences their behavior. Organizational identification refers to the degree to which employees personally connect with and internalize the identity of the organization. When employees strongly identify with the organization, they tend to align their goals with the organization's goals and show greater loyalty, commitment, and motivation. The results of this study are in accordance with the findings of Carmeli, Gilat & Waldman (2007) who showed that two forms of organizational performance (perceived social responsibility and development and perceived market and financial performance) are associated with organizational identification. However, when compared to perceived market and financial performance, perceived social responsibility and development have a greater effect on organizational identification, which in turn results in increased employee performance outcomes.

5.4. Organizational identity has a significant influence on Company Performance through employee Job Satisfaction

The findings of this study inform that organizational identity has a significant influence on company performance through employee job satisfaction. Thus, organizational identity provide reinforcement to company performance through employee job satisfaction. This informs that job satisfaction is a good intervening variable, in the relationship between organizational identity and company performance. at PT. Surya Indo Plastic Sidoarjo. Thus, to improve company performance can be done through organizational identity and employee job satisfaction.

5.5. Employee Engagement has a significant impact on Company Performance

The findings of this study inform that Employee engagement has a significant effect on company performance. Thus, employee engagement provides reinforcement to company performance. This evidence shows that Employee engagement at PT. Surya Indo Plastic Sidoarjo according to respondents is good. This is reflected in the respondents' answers which state that respondents are proud to be part of this organization, and are able to face challenges in work with enthusiasm. Even employees are very committed to their work, and highly dedicated to being part of this organization.

The results of this study, in accordance with the findings of Al-dalahmeh, Khalaf, & Obeidat (2018) showed that employee engagement significantly affects organizational performance and its three dimensions, passion, absorption, and dedication contribute significantly to organizational performance. They also showed that employee engagement

positively affects job satisfaction, where passion has the greatest contribution. In addition, it was found that job satisfaction significantly and positively affects organizational performance. Furthermore, job satisfaction only partially mediates the relationship between employee engagement and organizational performance. The results of the study, also in accordance with the findings of Fidyah & Setiawati (2020) which revealed that employee engagement positively and significantly affects job satisfaction and employee performance; job satisfaction positively and significantly affects employee performance; Furthermore, job satisfaction mediates the relationship between employee engagement and employee performance.

5.6. Employee Engagement has no significant effect on Company Performance through Employee Job Satisfaction

The findings of this study inform that employee engagement has no significant effect on company performance through employee job satisfaction, thus employee engagement does not provide reinforcement to company performance through employee job satisfaction. This informs that employee job satisfaction is a less good intervening variable in the relationship between employee engagement and company performance. at PT. Surya Indo Plastic Sidoarjo.

5.7. Job Satisfaction has a significant effect on Company Performance

The findings of this study inform that Employee job satisfaction has a significant influence on company performance, thus employee job satisfaction strengthens company performance. This evidence shows that Employee job satisfaction at PT. Surya Indo Plastic Sidoarjo according to respondents is good. This is reflected in the respondents' answers stating that my job gives me personal satisfaction, and I enjoy the responsibilities I carry out at work. Even the salary I receive is in accordance with the contribution I make to the company, and I am satisfied with the payroll system implemented in the company.

This study is in accordance with the findings of Pang & Lu (2018) which states that remuneration and job performance have a positive effect on financial performance dimensions such as return on assets, turnover growth rate, and profitability, while work environment and job autonomy have a positive effect on non-financial performance dimensions, such as customer service, employee productivity, and service quality. The results of the study are also in accordance with the findings of Bakotić (2016) which show a clear relationship between employee job satisfaction and organizational performance in both directions.

6. CONCLUSION AND SUGGESTIONS

The findings of this study indicate that : Authentic leadership has a positive and insignificant effect on company performance.; Authentic leadership has a positive and significant effect on company performance through employee job satisfaction.; Organizational identity has a positive and significant effect on company performance.; Organizational identity has a positive and significant effect on company performance through employee job satisfaction.; Employee engagement has a positive and significant effect on company performance.; Employee engagement has a positive and insignificant effect on company performance through employee job satisfaction. Employee job satisfaction has a positive and significant effect on the performance of PT. Surya Indo Plastic Sidoarjo.

For further research, it is necessary to expand the scope of the research, It is also recommended to conduct further research on the influence of other factors that affect employee performance and other variables, which are not yet part of this research topic, where there are still many other variables that can affect company performance.

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Resilience, Authentic Leadership, Employee Performance, and Intention to Leave Organization at PT Surya Indo Plastic, Sidoarjo

Mujiono Pangestu Alam, Dodi Putra Purnama, Siti Mujanah, AYA Fianto

Universitas 17 Agustus 1945 Surabaya, Indonesia

Email: mujionoalam@gmail.com, dodipurnama@gmail.com, sitimujanah@untag-sby.ac.id, djawawi@untag-sby.ac.id

INFO ARTIKEL	ABSTRACT
Keywords: Employee Performance, Resilience, Authentic Leadership, Intention to Leave	Nowadays, the challenge of modern human resources is to retain potential talent to stay in the organization to build a strong organizational engagement and then achieve the organization's objective. The talent market has changed and the intention to leave employees is increasing in the organization. This study aims to prove and analyze the correlation between employee resilience, intervening by resilience, and moderating by authentic leadership on employee intention to leave the organization. Based on the correlation indicates talent management can apply a strategy to manage talent retain and achieve the organization's objective. Based on empirical data study the phenomenon that in the last 2 years 21 members of the leave organization was a critical issue to be analyzed and proving why the phenomenon raised and how to improve in the organization. This phenomenon researcher put two ways perspective because employee and organization representative shall have a balance portion to be measure and analyze. The reference from the previous research can be found in the international journal, however, this research was subjective to an object of the specific organization with the limitation of external factors from outside the organization exclude for example job opportunities outside the organization, and personal factors from them employee itself notified as gaps in this research.

INTRODUCTION

PT. Surya Indo Plastic is a manufacturer of food packaging which is classified as a sustainable environmental organization where the raw material and processes are controlled with minimum impact on environmental sustainability by producing products made from fully recycled materials. The organization provides food packaging in Sidoarjo, East Java, Indonesia. The research is based on the phenomenon of employees resigning and intending to leave the organization from several positions and job functions, this phenomenon is crucial for organizations. Frequently change over talent in several job functions, giving extra attention by an organization to have consistent growth and achieving long-term organization objectives.

Empirical data shows that employees resigned and intend to leave from January 2022 to October 2024, there are 24 employees of 209 employees have left the organization from 2022 until October 2024 and 3 employees intend to leave by open-to-work status in their professional platform. This issue shall be put in priority action in human capital to

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understand how this phenomenon arises and how organizations react to improve this issue in the organization.

Saeed et al. (2014) conducted research on the relationship of turnover intention with job satisfaction, job performance, leader-member exchange, emotional intelligence, and organizational commitment, the relationship of job performance on turnover intention is significantly negative. If the job performance improves, the employee will not leave the organization because he becomes satisfied with his work. If the job performance of the employee is not better, it will increase the intention of employees to leave the organization and dissatisfaction will decrease. Higher performance leads toward benefits and rewards and retains the entity of employees greater than the low job performance that can become a cause of turnover. Fakunmoju et al. (2010) determined that lower income, higher job tension, and lower supervisory support are related to higher intention to leave. Gender moderates the relation between supervisory support and intention to leave for women, there is a smaller difference in intention to leave for low and high supervisory support, whereas for men low supervisory support leads to much higher intention to leave than high supervisory support. Implications for research and practice are provided. Mao et al. (2022) stated that authentic leadership positively predicted employee resilience through the partial mediation effect of organizational identification, and such a mediation model was moderated by the experience of flow. In other words, flow moderated the relationships between authentic leadership, organizational identification, and employee resilience. Findings provide evidence for cultivating leaders' authenticity in promoting their subordinates' resilience; findings also highlight the significance of organizational identification in bridging authentic leadership and employee resilience and the essential role of flow experience in supporting the relationships mentioned above. Amup & Bowles (2016) proposed that resilience is associated with their intention to leave the teaching profession. As hypothesized, results indicate that lower levels of resilience are significantly related to a higher intention to leave the teaching profession, after controlling for job satisfaction and demographic variables. Implications for teaching conditions related to job satisfaction and the resilience of early career teachers are discussed.

Dai et al. (2019) argue employees' resilience can reduce their intention to leave and enhance their work engagement; abusive supervision has a moderating effect on the relationship between resilience and intention to leave. Laschinger et al. (2012) found that the importance of leadership for creating healthy work environments that may discourage workplace bullying and the development of burnout, that lead to negative work attitudes that threaten new graduate retention. The results suggest that efforts should be made to assist nurse managers in developing and implementing authentic leadership practices as part of a strategy for eliminating workplace bullying and burnout in nursing work environments. Ausar et al. (2016) discovered that the results from the current study suggest, that organizational commitment is positively affected, and turnover intention is negatively affected by authentic leadership. Kusuma et al. (2022) stated that employees who have high resilience at work, where efficiency is the ability to get up and recover when things are not going as expected.

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This study aims to prove and analyze the correlation between employee resilience, intervening by resilience, and moderating by authentic leadership on employee intention to leave the organization. The research contributes to the existing literature by providing empirical evidence on the correlation between employee resilience and their intention to leave the organization, highlighting the role of resilience as an intervening variable and authentic leadership as a moderating factor. This study enhances the understanding of how resilience can mitigate turnover intentions and illustrates the significance of authentic leadership in strengthening this relationship. By identifying these dynamics, the research offers valuable insights for organizations seeking to retain talent and improve employee engagement, ultimately informing leadership development and human resource practices aimed at fostering a resilient workforce.

RESEARCH METHOD

The research uses quantitative data (Creswell & Creswell, 2017). It interviews the talent and top management, collects the data, and processes it using the PLS4-SEM application. Then, the result is interpreted according to reference research, previous research, and theoretical literature.

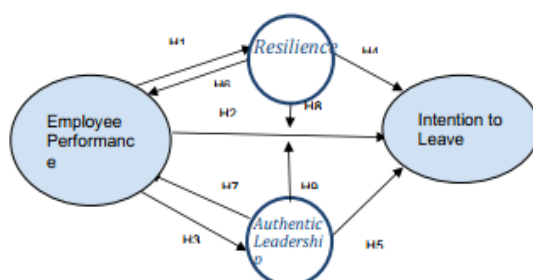


Figure 1. Conceptual Framework

H1: Relationship between employee performances to employee resilience

H2: Relationship between employee performances to intention to leave

H3: Relationship between employee performances to authentic leadership

H4: Relationship between employee resilience to intention to leave

H5: Relationship between authentic leadership to intention to leave

H6: Relationship between employee resilience to employee performance

H7: Relationship between authentic leadership to employee performance

H8: Relationship employee performance to intention to leave intervening by employee resilience

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H9: Relationship employee performance to intention to leave moderating by authentic leadership

Description of identity and characteristics of the population in this research as shown in the demographic table below.

Table 1. Demographic Information

Profile	Indicator	Quantity	Percentage
Gender	Man	176	84 %
	Woman	33	16 %
Age	18-28 years	32	17%
	29-39 years	103	50%
	40- 50 years	68	33%
Service Year	< 2 years	45	21%
	2- 5 years	47	22%
	5 < years	117	57%
Education	High school or Equal	177	85%
	Bachelor's degree or Equal	30	14%
	Master's Degree or Higher	2	1%

RESULT AND DISCUSSION



Figure 1. PLS-SEM modeling from data analysis

The discussion provides some arguments for the research results, related to the concept or theory and other relevant research results, interpretation of the findings, limitation of the study is an object of research specifically, statements from respondents

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of the research subjectively from independent respondents and their implications for the development or scientific concepts.

1. Path Coefficients (Hypotheses Testing)

Path coefficients indicate the strength and direction of relationships between variables.

H1: Employee performance positively influences employee resilience.

H2: Higher employee performance reduces intention to leave, showing that engaged high performers are less likely to turnover.

H3: No direct effect is found between employee performance and perceptions of authentic leadership.

H4: Resilient employees are less likely to leave, indicating they cope better with challenges.

H5: Authentic leadership lowers turnover intention by fostering a trusting and supportive environment.

H6: Resilience enhances employee performance, demonstrating the value of adaptability.

H7: Authentic leaders improve employee performance through motivation and clear communication.

H8: Resilience mediates the relationship between performance and intention to leave.

H9: Authentic leadership moderates the negative impact of performance on turnover intention.

The R-square Value indicates how much of the variance in the dependent variable (e.g., turnover intention, employee retention, performance) is explained by the independent variables. A high R-square value (e.g., above 0.5) indicates that the model strongly predicts the dependent variable. A lower value indicates the need for additional predictors or reconsideration of the model structure.

Significance Testing (P-Value or T-Value) Examine paths with a p-value < 0.05 or a t-value > 1.96 to confirm statistical significance. A significant path validates the hypothesized relationship, while a non-significant path may indicate unexpected dynamics or external influences.

Effect Size (F) Effect size evaluates the practical impact of one variable on another. Small (0.02), Medium (0.15), or Large (0.35): These thresholds help determine whether the effect of the variable is meaningful in practice.

Model Fit Indicators, Ensure that the overall model fit meets acceptable standards (e.g., SRMR < 0.08). This confirms that the model structure aligns with the observed data.

Discussion and Findings

Based on the relationships tested, your findings indicate that authentic leadership and resilience are important in overcoming turnover intentions, with resilience as a mediator and authentic leadership as a moderator. These results reinforce the importance of leadership style and personal adaptive capacity in organizational retention strategies.

Based on the findings, the following recommendations are proposed for PT Surya Indo Plastic to address employee turnover intentions and improve performance:

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Strengthen Authentic Leadership Practices: Conduct leadership development programs focusing on self-awareness, relational transparency, and ethical decision-making. Implement 360-degree feedback mechanisms for leaders to gain insights into their leadership effectiveness. Encourage open communication where employees feel heard and valued.

Enhance Employee Resilience: Offer resilience-building workshops focusing on stress management, adaptability, and problem-solving skills. Provide access to Employee Assistance Programs (EAPs) for support during challenging times. Foster mentorship programs where senior employees guide and support their junior colleagues.

Improve Employee Performance to Reduce Turnover Intentions: Establish a robust performance appraisal system to recognize and reward high-performing employees. Offer career development opportunities like training, upskilling, and cross-functional projects. Align individual performance goals with organizational objectives to enhance engagement and purpose.

Foster a Supportive Work Environment: Cultivate a positive workplace culture by recognizing achievements and encouraging teamwork. Ensure supervisors provide consistent support and constructive feedback to employees. Regularly assess workloads and provide necessary resources to help employees perform efficiently.

Address Root Causes of Turnover Intentions: Conduct exit and stay interviews to understand why employees leave or stay. Use regular surveys to gather employee feedback on job satisfaction and workplace policies. Offer competitive compensation and benefits to reduce external job-seeking behavior. Leverage Resilience and Authentic Leadership Synergies: Combine resilience-building initiatives with leadership development to maximize their impact. Organize team-building activities to enhance resilience and strengthen trust in leadership.

Implementation Timeline

Short-Term (0-6 months): Begin leadership training programs and establish feedback mechanisms. Launch resilience workshops and mentorship programs.

Medium-Term (6-12 months): Roll out revised performance appraisal systems and reward frameworks. Evaluate and refine workplace policies to align with employee feedback.

Long-Term (12+ months): Continuously monitor turnover rates, employee satisfaction, and performance metrics. Build a culture of continuous improvement through regular assessments and strategy updates.

CONCLUSION

The findings emphasize the crucial roles of resilience and authentic leadership in mitigating employee turnover intentions and enhancing performance, suggesting that PT Surya Indo Plastic can cultivate a supportive work environment to achieve sustained organizational success. Future research could focus on several areas, including longitudinal studies on the lasting impacts of leadership training, comparative analyses across different industries, the effectiveness of targeted interventions to boost resilience and authentic leadership, cultural influences on these concepts, employee perspectives

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gathered through qualitative methods, and the integration of authentic leadership with other styles. Exploring these topics can deepen the understanding of the interplay between leadership, resilience, and employee retention, ultimately aiding organizations in improving performance and stability.

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