

# Authentic Leadership and Organizational Commitment Toward the Employee Performance in Automotive Industry in Indonesia

Chyntia Azzahra Fabriza<sup>1</sup>  
Ade Irma Susanty<sup>2</sup>

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<sup>1,2</sup>Business Administration, Telkom University, Indonesia

<sup>2</sup>Author's correspondence: [adeirma@telkomuniversity.ac.id](mailto:adeirma@telkomuniversity.ac.id)

**Abstract.** This study investigates the influence of authentic leadership and organizational commitment in encouraging employee performance. The study was conducted based on questionnaires designed for 65 respondents. The data was collected and analyzed using multiple linear regression techniques with IBM SPSS version 29. The results show that authentic leadership and organizational commitment have positive and significant results on employee performance. This indicates that the higher the application of authentic leadership and ownership of organizational commitment, the higher the performance of employees. Authentic Leadership and Organizational Commitment positively and significantly influence Employee Performance both partially and simultaneously.

**Keywords:** Authentic leadership; Employee performance; Organizational commitment; Automotive industry.

**Abstrak.** Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan otentik dan komitmen organisasi dalam mendorong kinerja karyawan. Penelitian dilakukan berdasarkan kuesioner yang dirancang untuk 65 responden. Data dikumpulkan dan dianalisis dengan menggunakan teknik regresi linier berganda dengan IBM SPSS versi 29. Hasil menunjukkan bahwa kepemimpinan otentik dan komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan. Hal ini menunjukkan bahwa semakin tinggi penerapan kepemimpinan autentik dan kepemilikan komitmen organisasi maka semakin tinggi pula kinerja pegawai. Kepemimpinan otentik dan komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan, baik secara parsial maupun simultan.

**Kata kunci:** Kepemimpinan otentik; Kinerja karyawan; Komitmen organisasi; Industri otomotif.

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**Article Info:**

Received: August 8, 2023

Accepted: July 24, 2023

Available online: December 20, 2024

DOI: <http://dx.doi.org/10.30588/jmp.v14i1.1579>

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## **BACKGROUND**

The challenges faced by the automotive industry in Indonesia are increasingly complex and dynamic, so companies must always be responsive in dealing with uncertain changes. In this condition, the leader becomes the main actor for initiating any action changes. From this explanation, the authors try to conduct this research to how much influence the several variables that support the creation of employee performance, namely authentic leadership and organizational commitment.

As time goes by, the development of the leadership model follows changes and is guided to be integrative, to be able to solve problems with expertise. Leadership style is a person's ability to encourage and influence the performance of employees to carry out their work optimally (Hasibuan & Azmy, 2022). Organizational success can be achieved through effective leadership. Without leadership or guidance, the relationship between individual goals and organizational goals may become disjointed. This creates a situation where a person works only to achieve his personal goals, meanwhile, the overall goals of the organization become inefficient in achieving their goals which will ultimately fail the organization. Effective leadership is the most important pillar of an organization, where employees can be motivated towards high-level performance which leads to organizational success.

One form of leadership that is currently widely adopted by companies is authentic leadership, which is a pattern of leader behavior that refers to positive psychological capacity and a positive ethical climate to encourage greater self-awareness (Saruksuk et al., 2022). Following the results of research from Avolio et al. (2004) states that authentic leadership is the basic foundation for building trust and a positive work environment to retain employees. Authentic leadership has a pattern of leader behavior that refers to positive psychological and behavioral capacities, fosters better self-awareness, and internalizes a moral perspective, balanced in processing information and transparency of work between leaders and subordinates rationally (Walumbwa et al., 2008). Creating a suitable platform for employees is one of the main concerns of leaders so that employees can freely carry out their responsibilities with full commitment.

## **THEORETICAL REVIEW**

### **Authentic Leadership**

Authentic leadership is a form of leadership that leaders must have to influence and motivate employees. Based on Harvard Business Review (2019), the majority of employees need authentic leadership and encourage the organization to commit to goals that make authenticity a cornerstone of business strategy and can enhance leadership skills and gain career benefits. Authentic leaders know "the direction they are going". They have a clear idea of who they are, where they are going and what is the right thing to do. When tested in difficult situations, authentic leaders do not violate their values, but they use the situation to reinforce their values. It is very important to understand the reality of the automotive world industry regarding how branch leaders can foster organizational commitment to fellow employees which in turn is the core of assistance in facing increasingly competitive challenges and competition. Authentic leadership encourages, sustains, and maintains corporate culture, increasing employee productivity and performance (Karam et al., 2017).

Authentic leadership is the ability of leaders to influence groups to act towards achieving goals, bearing in mind values such as integrity, honesty, equal treatment, authenticity, and relationships based on transparency (Walumbwa et al., 2008). Authentic leadership is likened to the main resource that can create conditions where organizational members have a higher level of trust, and each can help others to build on their strengths and become more positive, to broaden their thinking, add value to their decisions, and improve the overall performance of their organization over time (Avolio et al., 2006). Leaders with personal moral standards who are transparent in their actions and interactions with others are perceived by workers as authentic leaders who create a positive, attractive, and supportive organizational environment (Duarte et al., 2002). Authentic leaders don't allow other people's assumptions to guide them; however, they are prepared to be themselves and have their way. As they develop to become authentic leaders they care more about serving others than about their success or recognition and are constantly looking for ways to grow personally (Walumbwa et al., 2008).

### **Organizational Commitment**

Organizational Commitment is an important behavioral dimension that can be used to assess an employee's propensity to remain a member of the organization. An organizational commitment shows a person's power in identifying his involvement in a part of the organization. Organizational commitment is built based on employee trust in organizational values, employee willingness to help realize organizational goals, and loyalty to remain members of the organization (Amin, 2022). Therefore organizational commitment will create a sense of belonging (sense of belonging) for workers in the organization. Besides that, an employee who has high organizational commitment will always try to develop himself for the betterment of the organization (Luthans, 2007). Commitment is the main determinant for an employee to try to identify himself with organizational goals so that employees can survive in the organization, both in the long and short term. Organizational commitment is defined as an attitude that reflects employee loyalty to the organization and is an ongoing process in which members of the organization express concern for the organization and its continued success and progress.

Organizational commitment has been given a strong theoretical foundation by Meyer and Allen (1997). This concept can be defined as the psychological forces that bind individuals to their organizations and shape their behavior (Meyer & Herscovitch, 2001). Employees who have a strong sense of commitment are more likely to stay in the organization because they desire it, while workers with more intense continuing commitment are more likely to stay because they need to avoid the costs of abandonment (Duarte et al., 2021). A committed employee indicates identification with organizational goals, feelings about being part of the organization, and a sense of loyalty. Committed employees feel the value and importance of integrating individual and organizational goals.

### **Employee Performance**

The employee is a very vital asset in an organization and the most important in performing the organizational process and achieving organizational goals. However, the challenge of every organization is how to optimize employee performance. Employee performance is defined as the outcome of work that a person achieves in carrying out the tasks assigned to him based on skills, experience, sincerity, and time (Hendry & Rostina, 2022). Good performance affects overall company performance, if employee perfor-

mance is low it will reflect low work morale which is characterized by decreased morale and enthusiasm for work. Good employee performance will affect the level of productivity and goals expected by the organization. Performance can be seen as the ability of an employee to do the job or task assigned to him. If the performance of human resources is high, automatically the performance of the organization will be high. Conversely, if the performance of human resources is low, it can cause a decrease in organizational performance (Syaharudin et al., 2022).

Employee performance supports the company's competitiveness so that the business can continue to grow even if it is side by side with competitors. Performance must be directed towards organizational goals that are relevant to the job or role assigned to the workers. If the employee does their job well and produces desirable behaviors and results, it will help the organization to achieve its goals and objectives successfully (Tahiri et al., 2022). Employee performance is a metric that indicates how well employees adhere to both explicit and implicit standards, objectives, and priorities. Employee performance is defined as how employees complete their assigned work and perform required responsibilities (Omar et al., 2022). Employee performance is generally positioned as the dependent variable in empirical research because they are viewed as the result or impact of organizational behavior or practices of human resources not as a cause or determinant. Colquitt et al. (2011) argued that the goals of the organization (both employees and managers) are job performance and organizational commitment. Employee performance is the extent to which a person carries out the responsibilities and work tasks. Employee performance is key in determining the achievement of organizational goals; therefore organizations look for ways to motivate their employees to give their best performance on the job (Tamunomiebi, 2020).

### **Hypotheses Development**

Hypotheses development are built based on a review of existing theories, the following section is the development of hypotheses in this research.

### **The influence of authentic leadership on employee performance in the Indonesian Automotive Industry**

Authentic leadership is likened to the main resource that can create conditions where organizational members have a higher level of trust, and each can help others to build on their strengths and become more positive, to broaden their thinking, add value to their decisions, and improve the overall performance of their organization over time. Research conducted by Nasab and Ashfari (2019) shows a positive association between authentic leadership and employee performance. In addition, a significant effect is produced where organizational commitment improves employee performance. The same thing was also conveyed by the research results of Ribeiro et al. (2018) where authentic leadership stimulates employee performance, which shows that a leader's authenticity is an important factor for arousing employee performance. Employees will be more committed to achieving their goals and company goals if they get a high level of authentic leadership.

**H1:** It is proposed that authentic leadership influences employee performance in Indonesian Automotive Industry.

## **The influence of organizational commitment on employee performance in the Indonesian Automotive Industry**

When commitment is given to the organization, the expected psychological behavior will emerge through the relationship between organizational goals and employees. Employees who are loyal and have work involvement, and tend to produce higher performance (Luthans, 2007). Research conducted by Nasab and Ashfari (2019) shows significant results between organizational commitment and employee performance. Committed employees tend to spend more effort to achieve organizational goals and go beyond expectations. The same results were also presented by Ribeiro et al. (2021) where employees who have an emotional bond with the organization will affect their performance.

**H2:** It is proposed that organizational commitment influences employee performance in Indonesian Automotive Industry.

## **The influence of authentic leadership and organizational commitment on employee performance in the Indonesian Automotive Industry**

Authentic leadership can encourage employees to work and contribute to the company in a positive direction. This will encourage employees to be more committed to the company where they work (Semedo et al., 2018).

**H3:** It is proposed that authentic leadership and organizational commitment influence employee performance in Indonesian Automotive Industry simultaneously.

## **RESEARCH METHODS**

This research tends to use the form of descriptive and quantitative approaches based on statistical data. This approach involves the use of standardized data collection instruments, thus enabling the collection of consistently measurable data from a large number of participants or units of analysis.

Necessary data were collected by: (1) Questionnaire which was distributed to all respondents. This questionnaire is intended to obtain primary data. While the rating scale by items is prepared on 5 point-Likert scale. (2) Documentation cordially provided by the company, namely the documentation of employee performance data, organizational structure, grouping employees according to level, job descriptions, company location, etc. The questionnaire consists of 25 statements which are divided into 10 statements for authentic leadership variables, 6 statements for organizational commitment variables, and 9 statements for employee performance variables. Answers were ranked on a five-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). Thus, all the statements are valid based on Pearson Correlation Coefficient ( $r$ ) method by referencing to table of critical values with 65 samples with a level of significance of 0.05.

Data for this research conducted from employees of the Indonesian Automotive Industry using a questionnaire with the purposive sampling method that was determined by 4 weeks response time limit. The study population consisted of employees within the Indonesian automotive industry with a total of (65) employees. In total, 65 questionnaires were returned, yielding a response rate of 100%. After the screening process of returned questionnaires, all the responses were found to be usable for analysis. Quantitative data

are analyzed using statistical methods, as quantitative data represents numbers from which data points can be calculated. Data screening and processing were done using the help of IBM SPSS Version 29th. Means, frequencies, standard deviations, multiple regression, and multicollinearity tests were used as statistical tests after primary data were filled in the SPSS program.

## RESULTS AND DISCUSSIONS

### Results

#### A. Demographic Results

The demographics of respondents were processed and analyzed through the result of Google Form, it was found that the majority of respondents were males forming (75.38%) of the total sample. Regarding age, it was seen that most of the respondents' ages were between 31-35 years old forming (31%) of the total sample, who held (BA) degree forming (75.40%) of the total sample. Regarding position, it was seen that the majority of respondents were in the Sales Division forming (32.20%) of the total sample.

#### B. Descriptive Statistics

Descriptive statistics, a type of quantitative data analysis, is used to describe or present data in an easily accessible, quantitative form. Mean and standard deviation was calculated for questionnaire statements as in Table 1. It was seen that all statements scored higher than the mean on a scale of 3.00 which was statistically positive. Going detailed to the analysis section, the highest mean among statements from the Authentic Leadership variable was scored by item statement "My leader is asking for an in-depth look at assessing and correcting his current leadership role" scoring a mean of (4.72/5.00) compared to the least statement scoring (4.49/5.00) which was articulated as "My leader seeks feedback to improve interactions with others" but still statistically positive.

**Table 1. Descriptive Statistics**

Variable	Mean	Std. Deviation
Authentic Leadership	4.618462	0.720287
Organizational Commitment	4.741026	0.564654
Employee Performance	4.762393	0.543488

Next, from the Organizational Commitment variable, the highest mean among statements was scored by item statement "I have always upheld the image of this company in others" scoring a mean of (4.83/5.00), compared to the least statement scoring (4.6/5.00) which was articulated as "I try my best to maintain the quality of my work" but still statistically positive. The last, from the Employee Performance variable, the highest mean among statements was scored by item statement "I am always serious and thorough in completing tasks" scoring a mean of (4.89/5.00), compared to the least statement scoring (4.68/5.00) which was articulated as "I carry out tasks according to procedures and according to company standards" but still statistically positive.

#### C. Reliability Analysis

Cronbach's Alpha was used to test the reliability and consistency of the study tool, the item statements indicated the reliability of scale if the alpha values were above 0.60.



According to the results above, all indicators have a Cronbach's alpha value of more than (0.60). Where it can be declared to meet the criteria for reliable testing.

**Table 2. Cronbach's Alpha**

Variable	Number of Items	Cronbach's Alpha
Authentic Leadership	10	0.817
Organizational Commitment	6	0.721
Employee Performance	9	0.689

#### D. Normality Testing

Normality testing is conducted to determine whether the gotten data is normal distributed or not. This research used SPSS 29 version. One-Sample Kolmogorov-Smirnov test by the value of significance ( $\alpha$ ) = 0.050. The result can be seen in Table 3.

**Table 3. Kolmogorov-Smirnov Test**

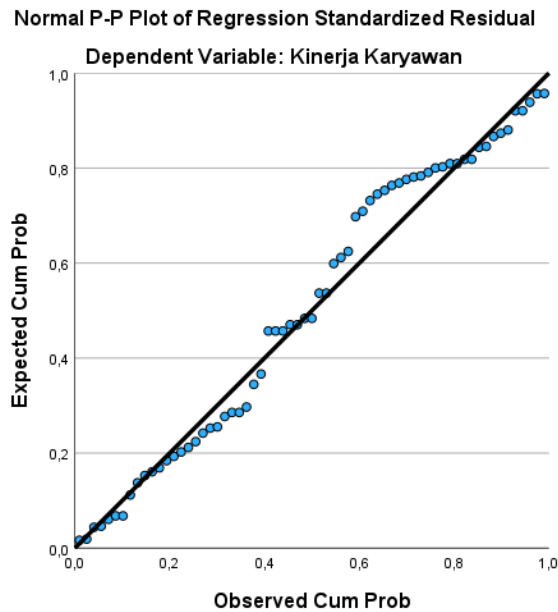
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual	
N		65	
Normal Parameters <sup>a,b</sup>	Mean	,0000000	
	Std. Deviation	1,66239117	
Most Extreme Differences	Absolute	,119	
	Positive	,075	
	Negative	-,119	
Test Statistic		,119	
Asymp. Sig. (2-tailed) <sup>c</sup>		,022	
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Sig.	,020	
	99% Confidence Interval	Lower Bound	,016
		Upper Bound	,023

a. Test distribution is Normal.

b. Calculated from data.

The significant standard of education is 0.05 ( $\alpha$  = 5%). Based on the output from SPSS above is known that the significance value is 0,220 which is means that the data is categorized as a normal distribution. Then, the p-plot graph will explain that the normality assumption will be fulfilled if the points on the graph are close to the diagonal line. Figure 2 following are the results after being tested through the IBM SPSS 29 application.



**Figure 2. p-Plot Graphic**

The basis for making decisions to approach normality is if it spreads around the diagonal line and follows the diagonal direction, the regression model meets the normality assumption, whereas if the data spreads far from the diagonal line or does not follow the diagonal direction, the regression model does not meet the normality assumption. Based on the picture above, it can be seen that the dots spread around the diagonal line and follow the direction of the diagonal line, so the data is normally distributed and the regression meets normality.

**Simultaneous Test (F-test)**

The F significance test shows whether all the independent variables referred to in the model have a simultaneous effect on the dependent variable. In this study, the method used was to compare the F-count and F-table values. If the  $F_{\text{count}}$  value  $<$   $F_{\text{table}}$  value, then the independent variables simultaneously does not influence the dependent variable, thus H3 is rejected. But, if the  $F_{\text{count}}$  value  $>$   $F_{\text{table}}$  value then the independent variables simultaneously influence the dependent variable, thus H3 is accepted.

**Table 4. Simultaneous Test**

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.870	2	7.935	8.727	.001b
1 Residual	56.376	62	.909		
Total	72.246	64			

Based on the Table 4, it can be seen that  $F_{\text{count}}$  has a value of 8.727, while the  $F_{\text{table}}$  value for the probability of 0.05 is 3.15, so the  $F_{\text{count}}$  value (8.727) is greater than the  $F_{\text{table}}$  value (3.15). It can be concluded that Authentic Leadership and Organizational Commitment simultaneously affect the Employee Performance.



### Regressions and Partial Test (t-test)

The data analysis method used in this study is a multiple linear regression model. Multiple linear regression analysis is used to determine the effect of two or more independent variables on the dependent variable. The calculation of the multiple linear regression model in this study was carried out using the IBM SPSS Version 29 program with the following analysis results in Table 5.

**Table 5. Regressions and Partial Test**

Regression					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.769a	.520	.494	.95357	
Coefficient					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	13.431	5.909	2.273	.001
	Authentic Leadership	.313	.092	.368	3.408
	Organizational Commitment	.519	.162	.345	3.194

The multiple linear regression analysis results above show the influence of independent variables on dependent variables based on the regression coefficient. This multiple linear analysis research has a constant value of 13.431 which indicates that if the value of Authentic Leadership and Organizational Commitment is 0 then Employee Performance has a value of 13.431. The coefficient value of b1 is 0.313 and b2 is 0.519 with a positive value which indicates that if the dependent variable (Authentic Leadership and Organizational Commitment) increases by 1 point it will cause an increase of 0.313 in Authentic Leadership and 0.519 in Organizational Commitment. With the following formula [1].

$$\text{Employee Performance (Y)} = 13.431 + 0.313X_1 + 0.519X_2 - e \quad \text{-----}[1]$$

The Table 5 also contains the result of the t-test which has a t-count result of 3,408 for the first hypothesis which is higher than the t-table of 1.99897 and a significance value is obtained that is smaller than the set level of 0.05 so the first hypothesis is declared positive and have a significant influence, and then the second hypothesis has t-count result of 3.194 which is higher then T-table of 1.99897 and a significance value is obtained that is smaller than the level set at 0.05 so that the second hypothesis can be accepted.

### Summary of Hypotheses Testing

Hypotheses	Statistical Support
H1: Authentic leadership influences employee performance in Indonesian Automotive Industry	Supported
H2: Organizational commitment influences employee performance in Indonesian Automotive Industry	Supported
H3: Authentic leadership and organizational commitment influence employee performance in Indonesian Automotive Industry simultaneously	Supported

## **Discussions**

Respondents had a positive attitude towards statements of the questionnaire which indicated that they have a high awareness of authentic leadership implementation and organizational commitment due to the improvement of employee performance.

### **1. Authentic leadership and employee performance**

Authentic leadership styles have a statistically significant influence on improving employee performance scoring a variance of 92.37%. Based on the results of the research analysis, it can be seen that the authentic leadership variable has a positive and significant influence on employee performance. This illustrates that the higher the application of authentic leadership, the higher the performance of its employees. Authentic leadership is likened to the main resource that can create conditions where organizational members have a higher level of trust, and each can help others to build on their strengths and become more positive, to broaden their thinking, add value to their decisions, and improve the overall performance of their organization over time. The application of authentic leadership can boost employee performance with authentic leadership traits that include self-awareness, relational transparency, internalized moral perspective, and balanced information processing.

Self-awareness refers to the awareness of leaders indicating that leaders' understanding of how they derive meaning from the world and how this process of making meaning contributes to their views of themselves and the world, over time (Walumbwa et al., 2008). High relational transparency allows leaders to openly show support and state that they value the capacity of their subordinates and want them to work well (Zhou et al., 2014). Balanced information processing is the analysis of information before making a decision. Authentic leaders ask for the views and opinions of others and challenge existing situations (Rego et al., 2014). Leaders with an internalized moral perspective consider high ethical standards and guide strategic actions based on internal ethical values and standards, and their decisions and behavior are consistent with those values (Gardner et al., 2011).

The results of this study are in line with research that was conducted by Nasab & Ashfari (2019) where in their research results they found that authentic leadership has a significant effect on employee performance. Positive leaders can pave the way for employees and the organization to prosper. Authentic leaders as positive leaders direct employees and organizations to build on and use their strengths and therefore deliver outstanding performance. Authentic leaders objectively analyze all relevant information before making decisions, seeking employee input for decision-making and soliciting views that might challenge deeply held positions. They also openly share that information with followers and use it to strengthen them (Wang et al., 2012). As a result, employees become more confident in their abilities and they tend to do their jobs better.

### **2. Organizational commitment and employee performance**

Organizational Commitment styles have a statistically significant influence on improving employee performance scoring a variance of 94.82%. Based on the results of the research analysis, it can be seen that the organizational commitment variable has a positive and significant influence on employee performance. This illustrates that the higher the organizational commitment possessed by employees, the higher the performance that will be produced by employees. Employees who have a high level of

commitment to their organization tend to be more motivated to achieve organizational goals. Motivated employees tend to work harder and be more productive, which can improve overall organizational performance. In addition, they also tend to stay longer and consider staying with the organization for a long time, so that to survive they will continue to improve their performance.

Duarte et al. (2021) suggest that employees with a strong sense of organizational commitment are more likely to stay in their organizations because of their strong desire, while workers with a stronger continuance commitment are more likely to stay because they need to avoid the costs of abandonment. Finally, employees with strong commitment are more likely to stay in their organizations because they feel they have to do so out of a sense of obligation. The results of this study support research that was conducted by Ribeiro et al. (2017) where in their research results they found that organizational commitment has a significant effect on employee performance. Employees with high organizational commitment will identify the meaning of organizational success higher and contribute more to realizing that success, so they tend to do their jobs better.

### **3. Authentic leadership and organizational commitment on employee performance**

For the last, the influence of authentic leadership and organizational commitment towards employee performance simultaneously have a statistically significant influence scoring a variance of 94.38%. This indicates that the better the application of authentic leadership and the higher the organizational commitment, the higher the employee performance. Thus, the variables of authentic leadership and organizational commitment together contribute to employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

Organizational success can be achieved through effective leadership. Without leadership, the relationship between individual goals and organizational goals may be disjointed. This creates a situation where a person works only to achieve his personal goals, meanwhile, the overall goals of the organization become inefficient in achieving their goals which will ultimately result in failure in the organization. Based on the previous discussion, authentic leadership influences employee performance in the Indonesian Automotive Industry with the result of the  $T_{\text{count}}$  value of (3.408) higher than the  $T_{\text{table}}$  value of (1.99897) and a significance value is obtained that is smaller than the set level of (0.05).

Organizational commitment influences employee performance in the Indonesian Automotive Industry with the result of the  $T_{\text{count}}$  value of (3.194) higher than  $T_{\text{table}}$  value of (1.99897) and a significance value is obtained that is smaller than the level set at (0.05). Authentic leadership and organizational commitment simultaneously influence employee performance in the Indonesian Automotive Industry with the result of  $F_{\text{count}}$  value of (8.727) higher than the  $F_{\text{table}}$  value of (3.15).

Based on theoretical and statistical data presented earlier, the application of authentic leadership at Indonesian Automotive Industry needs to be carried out on an ongoing basis because it has a good impact on employee performance. The leaders of Indonesian Automotive Industry need to increase interaction with employees through feedback in various ways, including through direct interaction or direct interaction, leaders can open chats or direct communication with employees to seek feedback from

them. This will make the leader's interpersonal bond with employees tighter and employees feel valued. The leaders must focus on performance, not personality. When seeking and providing feedback, leaders must focus on how employees deliver their performance to the company, not on employee personality. This can help prevent employees from feeling personally attacked.

The leaders provide specific feedback in positive language. Authentic leaders must be able to provide feedback that is specific and relevant to the work done by employees using positive language. This can help employees have more flexibility in understanding how they can improve their work. The authentic leaders hear and receive feedback from employees. After providing feedback to employees, leaders must also receive feedback or feedback given by employees. Authentic leaders must be open and receptive to criticism in order to understand their point of view. Organizational commitment possessed by employees needs to be maintained and even better if it is increased. The more employees feel attached and loyal, the more employees feel they have a responsibility to maintain the quality of their performance. Employees need to understand how their duties and responsibilities are well in order to be able to produce maximum quality work results as a form that they are engaged in their field of work and are committed to this organization. In supporting employee steps to maintain the maximum quality of their work, feedback is needed, this is related to the attitude of authentic leaders who need to generate feedback so that employees know areas that need improvement and improve the quality of their work in the future. Employees who have a high level of commitment tend to be more passionate and committed to achieving organizational goals and doing their best at their jobs.

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