



Improving employee performance with authentic leadership through job satisfaction

Ahmad Ghoni^{1*}, Karsikah², Didit Haryadi³

^{1,2,3}Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Pamulang, Indonesia

ARTICLE INFO

Article history:

Received Jun 10, 2026

Revised Jun 17, 2026

Accepted Jun 27, 2026

Keywords:

Authentic Leadership;
Employee Performance;
Job Satisfaction.

ABSTRACT

This study analyzes the influence of authentic leadership on employee performance with job satisfaction as a mediating variable in the Dream Wear Cooperative. The research gap can be seen from the inconsistency of previous study results related to the direct influence of authentic leadership on performance, as well as the limited research in the context of cooperatives compared to the banking and manufacturing sectors. This points to the need for more comprehensive testing of mediation models. This study used a causal quantitative approach with 115 respondents through saturated sampling techniques. The analysis was carried out using PLS-SEM SmartPLS 4.1. The results showed that authentic leadership had a significant effect on employee performance (original sample = 0.190, t-stats = 2.387, p = 0.017) and job satisfaction (original sample = 0.311, t-stats = 3.009, p = 0.003). Job satisfaction also had a significant effect on employee performance (original sample = 0.556, t-statistics = 7.475; p = 0.000). These findings confirm that job satisfaction plays an important role as a mediator that strengthens the influence of authentic leadership on employee performance. The novelty of the research lies in the testing of the mediation model in the context of cooperatives which is still rarely researched and the affirmation of the dominance of the role of job satisfaction in explaining the improvement of employee performance.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Ahmad Ghoni,
Program Studi Manajemen,
Universitas Pamulang,
Jl. Surya Kencana No. 1, Pamulang Barat, Kec. Pamulang, Kota Tangerang Selatan, Banten, 15417,
Indonesia
Email: dosen02878@unpam.ac.id

1. INTRODUCTION

Instead of evaluating individual performance, work happiness is tested as a mediator between organizational commitment and authentic leadership (Haryadi *et al.*, 2022). Therefore, the industry needs high-performance human resources or individuals to fulfill the established industrial aims (Haryadi *et al.*, 2021). If human resource management is done correctly, high-quality human resources will be developed, and employee performance may be better shaped, which can positively affect the performance of the firm as a whole (Sanasa *et al.*, 2024). In today's era of globalization, the competition in an organization is so very tight to achieve a pre-set target (Karsikah & Ghoni, 2026).

An organization's ability to successfully accomplish its objectives is largely dependent on the performance of its workforce. The success of an organization is determined by its success in managing human resources, and employee performance issues deserve serious attention from the organization (Oktaviani, 2019). The amount and caliber of work that an employee produces

while carrying out his tasks in accordance with the obligations allocated to him determines his performance (Seniman *et al.*, 2022). In the context of educational and business organizations, high individual performance is needed because, basically, individual performance affects team performance and ultimately affects the performance of the organization as a whole (Sasongko & Kuang, 2024).

Employee performance problems are often reflected in indicators such as decreased productivity, increased turnover rates, and low job satisfaction. Companies that are unable to retain their best employees will suffer significant losses, because talent retention is very important for the sustainability of the organization (Wijaya *et al.*, 2024). In the Dream Wear Cooperative, similar problems can occur if there is no adequate human resource management, especially related to the leadership style applied and the degree to which workers are satisfied with their jobs.

One of the most influential approaches to improving employee performance is to apply a leadership style (Karsikah *et al.*, 2025). The success of a company in achieving a goal is determined by a leader's ability to manage the resources he has (Anisa *et al.*, 2023). Although there is no denying that leadership has a significant impact on worker performance, there isn't always a clear correlation between the two (Sinaga, 2021). Today's evolving leadership studies have developed a variety of different leadership models, including authentic leadership. Employee performance will rise when job happiness is sufficient or high because leadership will boost job satisfaction (Adam *et al.*, 2021). In this study, the problem that arises is how to choose and implement the right leadership style in order to effectively improve employee performance.

Among the various leadership models, authentic leadership has attracted considerable research interest as a new form of genuine leadership (Nugroho *et al.*, 2022). Authentic leadership is described as a leader who acts in line with their values, views, motives, and moral standards while being self-aware, transparent, and confident in themselves (Ahmad & Handayani, 2022). Authentic leadership is a form of leadership that focuses on psychological capacity and a positive ethical climate. The characteristics of an authentic leader include self-awareness, integrity, transparency, and honesty (Urbani & Puspa, 2023). Authentic leadership is proven to promote employee job satisfaction and reduce turnover intention. In addition, a positive authentic leadership style is also related to more work engagement.

Authentic leadership, although considered one of the most suitable leadership models for various organizations, still faces a number of problems in its implementation (Ahmad & Handayani, 2022). However, the impact of authentic leadership on employee performance is still limited, especially in the context of cooperative organizations (Syarifah *et al.*, 2024). In the context of socioeconomic entities such as cooperatives, effective leadership is essential. Many cooperatives' failures can be attributed to a lack of leadership (Martinez Leon *et al.*, 2025).

As socioeconomic organizations, cooperatives are founded on particular principles, such as solidarity, democracy, equality, and justice. Leadership plays a crucial role in this type of organization by focusing on members' personal and professional development as well as the group's interests, which can affect the organization's effectiveness. Employee shareholding in cooperatives is linked to many positive outcomes, including higher motivation and job satisfaction, lower attrition, and higher productivity, all of which eventually boost profitability (Martinez Leon *et al.*, 2025).

The sustainability-oriented leadership style emphasizes a culture of positive and supportive relationships within the organization, making it applicable in a variety of leadership positions, both formal and informal (Di Fabio, 2025). This is very relevant to the context of cooperatives that prioritize participatory and democratic principles.

The main problem with job satisfaction as a mediating variable is that the relationship between leadership and performance is not always direct. An employee feels that job satisfaction will have a positive effect on improving his performance (Seniman *et al.*, 2022).

Cooperatives, as organizations based on the principles of togetherness and the welfare of members, have different characteristics from private companies or government agencies. Organizations like cooperatives need leaders who excel in motivating employees so that employees can make a good impact on the organization's culture (Fajri *et al.*, 2022).

The problems faced by the Dream Wear Cooperative can be identified in several aspects. First, problems related to the effectiveness of the leadership that is applied. Cooperative leaders need to have a leadership style that's able to create a supportive and satisfying work environment for employees. Authentic leadership with the characteristics of relational transparency can catalyze the encouragement of positive employee support and development. Authentic leaders can provide employees with opportunities to voice suggestions and concerns about their performance measures (Urbani & Puspa, 2023). Second, problems related to the level of employee job satisfaction. Low job satisfaction can lead to various negative impacts, such as increased attendance, increased turnover, and decreased productivity (Ishkak, 2022). Good communication between superiors and members can improve employee performance ethic, and employees will feel considered part of the company. Companies that can empower employees through the right leadership behavior can increase employee job satisfaction, employee loyalty, and readiness to try new things at work (Saidah & Muhid, 2021). Third, problems related to the mechanism of improving employee performance. Employee performance is not only determined by one single factor, but is a result of the interaction of various variables, including leadership, job satisfaction, organizational commitment, and organizational culture (Dessyarti, 2019). In the context of cooperatives, an understanding of how authentic leadership can improve employee performance through job satisfaction mechanisms is critical to identify and analyze.

Research on the relationship between leadership, job satisfaction, and employee performance shows results that have not been consistent in previous studies. Some studies have found that leadership has a direct effect on employee performance, but other studies have shown that the influence becomes stronger or even only significant through mediating variables such as job satisfaction. These differences in results indicate that the mechanism of the relationship between variables has not been fully stable in the empirical literature.

Within this research gap, most studies that examined leadership models, job satisfaction, employee performance used transformational leadership as independent variables. Such as research conducted by (Putra & Surya, 2020) prove that job satisfaction positively and significantly mediates the influence of transformational leadership on employee performance in Toyota Auto 2000. Similar results were found by (Ovianti & Fadli, 2022) which shows that job satisfaction is able to significantly mediate transformational leadership styles on employee performance. (Steven & Yanuar, 2024) It also confirms that transformational leadership has a significant positive influence on employee performance through job satisfaction (Ridwan *et al.*, 2024) found that job satisfaction significantly mediated the influence of transformational leadership on employee performance at PT Transco Energi Utama.

There was an inconsistency in results regarding the mediating role of job satisfaction in the relationship between leadership and performance. Some of the studies conducted by (Iskandar & Lo, 2022; Ovianti & Fadli, 2022; Putra & Surya, 2020; Ridwan *et al.*, 2024; Sugiono & Lumban Tobing, 2021) found that job satisfaction successfully mediated, while other studies found that job satisfaction was unable to mediate the relationship posited by previous researchers (Mochamad Ainan *et al.*, 2021) finding unproven mediated effects of job satisfaction on the influence of transformational leadership on performance. (Ni'Am *et al.*, 2021) It also found that job satisfaction was not significant as a mediator in the correlation between agile leadership style and employee performance. This inconsistency suggests that different types of leadership may have different mediation mechanisms, so specific testing is needed for authentic leadership.

Then, the majority of the research was conducted in the context of certain organizations in Indonesia such as manufacturing companies researched by (Ovianti & Fadli, 2022), Automotive Dealers (Putra & Surya, 2020), Plantation Companies (Ni'Am *et al.*, 2021), PDAM (Utomo & Pamungkas, 2022), and government agencies (Harmin *et al.*, 2021).

Based on these conditions, the novelty of this study lies in the shift of focus from transformational leadership to authentic leadership as an independent variable in explaining employee performance mechanisms, therefore the author proposes an authentic leadership variable. This shift is important because authentic leadership emphasizes aspects of transparency, integrity, and self-awareness that have different mechanisms of influence on employee behavior.

In addition, this study specifically examines the model of job satisfaction mediation in the context of cooperative organizations which is still relatively rarely researched. Thus, this study is expected to make a new empirical contribution in explaining whether the mediation mechanism of job satisfaction remains consistent when applied to different types of leadership as well as in the context of cooperative-based organizations that have unique social and structural characteristics.

Based on these conditions, this study developed a model that tests the influence of authentic leadership on employee performance with job satisfaction as a mediating variable in the context of cooperatives. This model not only tests the direct influence of authentic leadership on performance, but it also explains the indirect mechanisms through job satisfaction as a psychological variable that bridges the relationship. Thus, the proposed research hypotheses include: authentic leadership affects employee performance, authentic leadership affects job satisfaction, job satisfaction affects employee performance, and job satisfaction mediates the influence of authentic leadership on employee performance.

Thus, the conceptual framework of this study illustrates that authentic leadership plays a role as an independent variable that affects employee performance directly or indirectly through job satisfaction as a mediating variable. Employee performance is understood as the result of work that is influenced not only by leadership factors, but also by the psychological condition of individuals in the organization.

Based on the description above, the purpose of this study is to examine the impact of authentic leadership on employee performance with job satisfaction as a mediating variable in the Dream Wear Cooperative.

Thus, it is anticipated that this study will make theoretical and practical contributions in understanding how authentic leadership may be a useful human resource management method to raise employee performance through increased job satisfaction in the Dream Wear Cooperative.

2. RESEARCH METHOD

This study uses causality. A survey that looks for a cause-and-effect explanation link between many ideas, variables, or management techniques is known as the causality method (Ferdinand. A, 2014:7). There are two categories of information sources employed in this study: both primary and secondary. Respondents' demographic characteristics have the potential to affect perceptions of leadership, job satisfaction levels, and performance assessments. In this study, several relevant demographic variables to be analyzed include age, gender, education level, working period, and position or position in the organization. Indicators in this study include authentic leadership variables including: self awareness, unbiased processing, authentic behavior/acting, authentic relational orientation (Saruksuk *et al.*, 2022). Job satisfaction variables with indicators include: the job itself, supervisors, co-workers, promotions, salary (Mustika *et al.*, 2025). Employee performance variables with indicators include: quality of work output, quantity of work output, punctuality, productivity, responsibility in work (Haryadi *et al.*, 2021).

The population in this study is all employees who work in the Dream Wear Cooperative with a total of 115 respondents. Respondent profiles are compiled based on several demographic characteristics including gender, age, education level, working period, and position or position in the organization, each of which can provide an overview of the general condition of respondents in the study.

Table 1. Research population

Variabel	Category	Frequency (n)	Percentage (%)
Gender	Male	52	45,2
	Women	63	54,8
Age	< 25 years old	28	24,3
	25–35 years old	47	40,9
	36–45 years old	28	24,3
	> 45 years old	12	10,5
Final Education	SMA/Sederajat	34	29,6
	Diploma	31	27,0
	S1	44	38,3
	Pascasarjana	6	5,1
Tenure	< 1 years old	18	15,7

Variabel	Category	Frequency (n)	Percentage (%)
	1–3 years old	39	33,9
	4–6 years old	34	29,6
	> 6 years old	24	20,8
Departments	Staf Operasional	72	62,6
	Supervisor	28	24,3
	Manajerial	15	13,1
Total		115	100,0

Dream wear cooperative respondent data

The sample in this study is all employees who work in dream wear cooperatives as many as 115. The sample technique used is saturated samples. This technique is a sampling method in which all members of the population are made as research respondents without partial sampling. The use of this technique is relevant because the population is not too large and allows researchers to obtain more comprehensive and representative data. The gathering of data methods used by the author in this study include interview methods, questionnaire distribution, and literature studies. SEM PLS version 4.1 was the analysis tool utilized. Common Method Bias SEM-PLS tests variable relationships, power analysis ensures sufficient samples, method bias and non-response maintain the validity of the research results (Vaithilingam *et al.*, 2024)

3. RESULTS AND DISCUSSIONS

Validity Test of Research Instruments

The first step is to evaluate the research questionnaire in this study data compiled by the author in Microsoft Excel. In Partial Least Squares (PLS), Convergent validity, discriminant validity, and composite reliability for indicator blocks are used to assess the assessment of the model or external model with reflecting indicators. Before conducting a hypothesis test, it is necessary to conduct a validity test to show how well an instrument, technique, or process measures a concept. This study was conducted on 115 respondents. The validity test is conducted by examining the discriminant and convergent validity values. Here are the validity test's findings, which can be seen in the image.

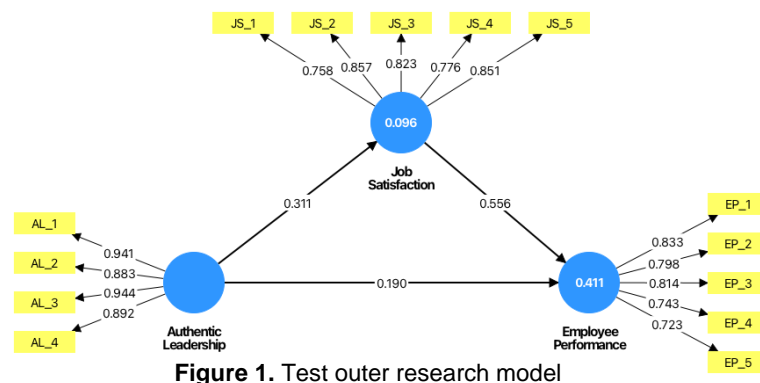


Figure 1. Test outer research model

As seen in Figure 1, every variable for every indicator in the test had a value for the loading factor of more than 0.70, allowing them to satisfy the validity requirements. Each indication is deemed acceptable if the value for the loading factor is more than 0.70 (Ghozali & Latan., 2015: 74). The high value of the loading factor indicates that these indicators have a strong correlation with their latent variables, so there are no weak or irrelevant indicators in the measurement model. The Average Variance Extracted (AVE) value, which needs to be higher than 0.50, is another way to observe convergent validity in addition to the loading factor value (Haryadi *et al.*, 2021). Every variable in this model has an AVE value greater than 0.50 (Karsikah *et al.*, 2025). This shows that each construct is able to explain more than half of the variance of the indicator, so the measurement error rate is relatively smaller than the variance that can be explained by the

construct. Thus, the combination of a high loading factor and an adequate AVE indicates that the measurement model has good validity and is suitable for further analysis in the structural model

Reliability Test

A reliability test comes next after a validity test. The purpose of this reliability test is to demonstrate the instrument's precision, consistency, and dependability in measuring variables. There are two methods for measuring variable reliability: Cronbach's alpha and composite reliability, or what is commonly referred to as Dillon Goldstein's Rule of Thumb, which can be used to evaluate the dependability of a variable, i.e., > 0.70 (Rahmatullah *et al.*, 2022). The following table displays the reliability test results:

Table 2. Cronbach's alpha and composite reliability values

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Authentic_Leadership	0,936	0,955	0,954	0,838
Employee_Performance	0,842	0,845	0,888	0,614
Job_Satisfaction	0,873	0,887	0,907	0,662

Table 1 presents the reliability test's findings, indicating that the Cronbach's alpha and composite reliability for all variables are > 0.70. Therefore, it can be said that every variable satisfies the dependability test or is dependable. This condition occurs because all indicators used in the study are able to represent the construct stably and do not show inconsistent answer variations between measurement items. Apart from examining the loading factor value, additionally, convergent validity can be seen from the Average Extraction Value (AVE), which needs to be higher than 0.50 (Ghozali & Latan., 2015: 74). Every variable in this model has an AVE value greater than 0.50. This indicates that the indicators used in the model actually reflect the latent variables being measured, so that the constructed construct has good convergent validity. These results show that the research instrument has met the measurement standards in the PLS-SEM model, making it feasible to use for further analysis on structural model testing.

Model Structure Testing (Internal Model)

In order to ascertain the strength of the relationship (entanglement) among the variables mentioned in the hypothesis, additional testing, namely an internal model test, must be carried out after the research model passes the measurement test. The R-Square value in Table 2 is used to test the internal model, also known as the initial structural model.

Table 3. Square value

	R-square	R-square adjusted
Employee_Performance	0,411	0,401
Job_Satisfaction	0,096	0,088

According to (Ghozali & Latan., 2015: 74) Interestingly, R-Square measures fall into three categories: strong (0.75), medium (0.50), and weak (0.25). According to Table 2, the Job_Satisfaction variable's R-square value is 0.096; as this value is less than 0.25, it falls into the weak category. This indicates that only 9.6% of the Job Satisfaction variable could be clarified by the exogenous variables within the model the remaining 90.4% was explained by variables not included in the study model. Although it is still in the weak category, the Employee Performance variable's R-square value of 0.411 indicates that the model's explanatory power is greater than that of the Job Satisfaction variable. The R-square value shows that the model's ability to explain the job satisfaction variable is relatively low, which is 0.096. This indicates that job satisfaction is not only influenced by authentic leadership, but is more determined by other factors outside of the model such as individual character, motivation, compensation, and work environment conditions. Meanwhile, the R-square value of employee performance of 0.411 was in the medium category, which shows that the model was able to explain 41.1 percent of the variation in employee performance. These findings confirm that the combination of authentic leadership and job

satisfaction has a stronger contribution in explaining performance than in explaining job satisfaction itself.

Variance Inflation Factor (VIF)

Variance Inflation Factor (VIF) It is used to ensure that each indicator in this study, namely authentic leadership, job satisfaction, and employee performance, has an independent contribution and does not overlap excessively, so that the constructed structural model can be interpreted more appropriately and reliably. The results of the VIF value can be seen in the following table:

Tabel 4. Collinearity statistics (VIF)

Indicator	VIF
Authentic Leadership _1	4,759
Authentic Leadership _2	6,282
Authentic Leadership _3	4,921
Authentic Leadership _4	6,416
Employee Performance_1	2,167
Employee Performance_2	2,090
Employee Performance_3	2,406
Employee Performance_4	1,720
Employee Performance_5	1,585
Job Satisfaction_1	1,840
Job Satisfaction_2	2,341
Job Satisfaction_3	2,184
Job Satisfaction_4	1,863
Job Satisfaction_5	2,256

Source: SmartPLS 4.1 output processed 2026

Test results Variance Inflation Factor (VIF) shows that most of the indicators in the research variables have a VIF value in the range of 1.585 to 2.406 which means that there is no multicollinearity problem and has met the suggested criteria. These results suggest that the research model is still feasible to use for further analysis, although authentic leadership constructs need to be of concern due to indications of overlap between indicators that can affect the accuracy of variable measurements.

F-Square (f^2)

The value of f^2 is used to see how small the influence of each independent variable is on the dependent variable. The following value results from f-square can be seen in the table below:

Tabel 5. Nilai f-square (f^2)

	f-square
Authentic_Leadership -> Employee_Performance	0,056
Authentic_Leadership -> Job_Satisfaction	0,107
Job_Satisfaction -> Employee_Performance	0,475

Source: SmartPLS 4.1 output processed 2026

The results of the effect size (f^2) test showed that the influence of authentic leadership on employee performance had a value of 0.056, and the influence of authentic leadership on job satisfaction was 0.107. Based on the f^2 criterion, both values are in the small category, which means that the direct influence of authentic leadership on both variables is not very strong. Meanwhile, the effect of job satisfaction on employee performance has an f^2 value of 0.475, which is in the large category. This shows that job satisfaction has a strong contribution to improving employee performance compared to other variables in the research model. These results indicate that the role of job satisfaction is the most dominant factor in influencing employee performance, while authentic leadership plays a more indirect role through the mediation mechanism of job satisfaction.

Model Fit

The results of the model fit test showed an SRMR value of 0.076, which was below the limit of 0.08 so that the model was declared a good fit. This indicates that the model that tests the

influence of authentic leadership on employee performance through job satisfaction as a mediating variable is in accordance with empirical data. In addition, the values of d_ ULS (0.614), d_ G (0.550), and NFI (0.735) indicate a fairly good level of model suitability, making the model feasible for further hypothesis testing. These values can be seen in the table below:

Tabel 6. Model fit

	Saturated model	Estimated model
SRMR	0,076	0,076
d_ ULS	0,614	0,614
d_ G	0,550	0,550
Chi-square	328,573	328,573
NFI	0,735	0,735

Source: SmartPLS 4.1 output processed 2026

Secara keseluruhan, berdasarkan hasil pengujian model fit tersebut, dapat disimpulkan bahwa model penelitian ini layak dan memiliki kesesuaian yang baik (good fit) untuk digunakan dalam analisis lebih lanjut.

Hypothesis Testing

The direct influence hypothesis of this study was tested by looking at the acquisition of T-statistics and P-values in SmartPLS through a bootstrapping process on models that have been proven to be valid and reliable. The hypothetical result is declared acceptable if the statistical T value > table T (1.960) or the P value < 0.05 (Hair *et al.*, 2020). The picture below shows the outcomes.

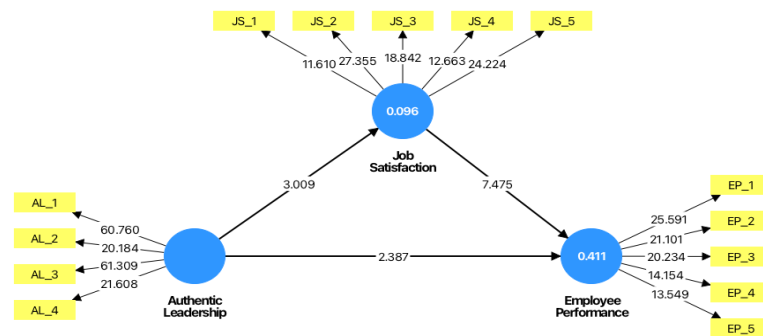


Figure 2. Test result bootstrapping direct effect

For more specific information, the author can display it by creating a table, as shown below:

Table 7. Direct/indirect effect bootstrapping test results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Authentic_Leadership -> Employee_Performance	0,190	0,190	0,080	2,387	0,017
Authentic_Leadership -> Job_Satisfaction	0,311	0,316	0,103	3,009	0,003
Job_Satisfaction -> Employee_Performance	0,556	0,566	0,074	7,475	0,000
Authentic_Leadership -> Job_Satisfaction -> Employee_Performance	0,173	0,180	0,067	2,591	0,010

Source: SmartPLS 4.1 output processed 2026

From the image, the table above shows the results of the Bootstrapping test with SmartPLS version 4.1, which can be explained, including the following: The analysis of the first hypothesis regarding the relationship between Authentic Leadership and Employee Performance yielded a sample value of 0.190, a T statistic of 2.387, and a P value of 0.017. This positive

coefficient indicates that an increase in the quality of authentic leadership is directly proportional to an increase in employee performance. Because the P value is smaller than 0.05, the effect is declared statistically significant. Thus, it can be concluded that Authentic Leadership has a significant positive impact on employee performance, so the hypothesis is accepted. Managerially, these findings indicate that performance improvement is not enough to rely solely on authentic leadership practices directly, such as transparency, integrity, and leader self-awareness. In the context of cooperatives, the role of a leader is more effective if it not only focuses on a direct approach, but also strengthens the psychological factors of the intermediary employee. This means that management needs to ensure that authentic leadership does not stop at the behavior of the leader, but translates into operational policies that are able to improve the employee work experience in real terms, such as clarity of work communication, fairness in the division of tasks, and openness in decision-making.

A second hypothesis, namely the connection between Authentic Leadership and Job Satisfaction, shows an original sample value of 0.311, a T-statistical value of the 3.009, and a P-value of 0.003. A positive original sample value shows that authentic leadership is able to increase employee job satisfaction. The higher the attitude of an authentic, open, honest, objective, and self-aware leader, the more satisfied workers are with their jobs. Since the P-value of 0.003 is less than 0.05, there is statistical significance in this association. Thus, Authentic Leadership has a positive and significant effect on Job Satisfaction. Thus, the second theory is approved.

The third hypothesis, which examines the connection between employee performance and job satisfaction, has an initial sample value of 0.556, a T-statistical value of 7.475, and a P-value of 0.000. When compared to the other correlations in the table, the coefficient value of 0.556 indicates that work happiness has the biggest impact on employee performance. This implies that employees will perform better if they are more satisfied with their jobs. The influence is substantial because the P-value of 0.000 is less than 0.05. Thus, the third hypothesis is likewise accepted because job satisfaction significantly and favorably affects employee performance.

In the fourth hypothesis, the results show an indirect coefficient value of 0.173, with a t-statistic of 2.591 and a p-value of 0.010. Since the p-value < 0.05 and the t-statistic > 1.96, it can be concluded that this indirect influence is significant. This means that Job Satisfaction plays a significant role as a significant mediation variable in the relationship between Authentic Leadership and Employee Performance.

Practically, organizations need to prioritize policies that have an impact on job satisfaction such as compensation fairness, clarity of duties, good working relationships, and a supportive work environment. Improvements in this aspect will have a faster and significant impact on improving employee performance. In the context of cooperatives, these results show that employee performance is highly determined by their level of job satisfaction, so management needs to make job satisfaction the main focus in HR management strategies.

The results of this study are consistent with previous studies in various sectors such as manufacturing, banking, and public organizations that show that leadership, including authentic leadership, has a positive effect on employee performance, both directly and through job satisfaction as a mediating variable (Ovianti & Fadli, 2022; Putra & Surya, 2020; Ridwan *et al.*, 2024). In addition, the findings that place job satisfaction as the most dominant factor in improving performance are also in line with various previous studies that affirm the role of job satisfaction as the main mechanism in encouraging work productivity. The main difference in this study lies in the context of the organization used, namely cooperatives, thus expanding the scope of generalization of the finding that the relationship occurs not only in profit organizations and the public sector, but also in membership-based organizations that have participatory characteristics.

Overall, the test results show that Authentic Leadership has an important role in improving Employee Performance, directly as well as through increasing Job Satisfaction. However, based on the original sample value, the effect of Job Satisfaction on Employee Performance had the largest value, which was 0.556. This demonstrates that job satisfaction is a really crucial factor in encouraging employee performance improvement. The more satisfied employees are with their work, work environment, leadership, and organizational conditions, the more likely they are to show better performance.

4. CONCLUSION

Based on the findings of the research, it can be said that authentic leadership has a significant impact on raising employee performance, in both direct and indirect ways, through job satisfaction. First, authentic leadership has a positive and significant effect on employee performance. This means that employee performance will improve relative to the person's quality of authentic leadership. Leaders who are honest, open, self-aware, and able to build transparent relationships with subordinates can motivate workers to perform at their optimum. Second, authentic leadership has a positive and significant effect on job satisfaction. These findings show that authentic leadership is capable of creating a feeling of ease, trust, and value in the work environment. Thus, the greater the quality of authentic leadership, the higher the job satisfaction felt by employees. Third, job satisfaction has a positive and significant effect on employee performance, so that job satisfaction is the dominant factor in improving employee performance. Workers who are happy with their jobs are typically more motivated, committed, and responsible for completing tasks. Thus, enhancing worker performance can be done through the application of authentic leadership that is able to increase employee job satisfaction. Job satisfaction in this research is a crucial factor that enhances the connection between authentic leadership and employee performance. Therefore, organizations need to encourage leaders to implement a leadership style that is authentic, transparent, fair, and oriented towards positive relationships with employees so that job satisfaction increases and impacts better employee performance. Authentic leadership can be improved through strengthening leaders' competencies in the aspects of transparency, integrity, and open communication through value-based training. In addition, cooperatives need to implement leadership evaluations that focus not only on work outcomes, but also on the quality of working relationships and their impact on employee satisfaction. These findings show that performance improvement is not only directly dependent on leadership style, but is also heavily influenced by the psychological state of employees. This study has limitations in the scope of objects that only focus on one cooperative so that the results cannot be generalized to the context of other organizations.

ACKNOWLEDGEMENTS

The author would like to thank anyone who contributed to this research from the bottom of his heart. We thank everyone who took the time to engage and offer insightful insights. This research would not have been accomplished without every person's collaboration and support. The results of this study should help advance the subject of talent, particularly in the field of cooperatives.

REFERENCES

- Adam, A., Machasin, & Efni, Y. (2021). Pengaruh Motivasi dan Kepemimpinan terhadap Kepuasan Kerja dan Kinerja Karyawan pada PT. Primalayan Citra Mandiri (Datascrrip Service Center) di Indonesia. *Jurnal Ekonomi Kiat*, 32(1). [https://doi.org/10.25299/kiat.2021.vol32\(1\).7407](https://doi.org/10.25299/kiat.2021.vol32(1).7407)
- Ahmad, R., & Handayani, R. (2022). Komitmen Afektif dan Organizational Citizenship Behavior: Kepemimpinan Autentik sebagai Mediasi. *Jurnal Komunitas Sains Manajemen*, 1(1), 29–38. <https://doi.org/10.55356/jksm.v1i1.12>
- Anisa, Q., Setianingsih, W. E., & Reskiputri, T. D. (2023). Pengaruh Gaya Kepemimpinan, Beban Kerja Dan Disiplin Kerja Terhadap Turnover Intention Pada Karyawan Bank Syariah Indonesia KCP Jember Universitas Jember. *Business and Economics Conference in Utilization of Modern Technology*, 8, 563–569.
- Dessyarti, R. S. (2019). Pengaruh Gaya Kepemimpinan, Komitmen Organisasi, Budaya Organisasi terhadap Kepuasan Kerja dan Kinerja Karyawan Pemasaran (pada Dealer Motor PT Suzuki Cabang Madiun dan Ngawi). *JURNAL EKOMAKS: Jurnal Ilmu Ekonomi, Manajemen, Dan Akuntansi*, 7(2), 112–124. <https://doi.org/10.33319/jeko.v7i2.1>
- Di Fabio, A. (2025). Editorial. *Australian Journal of Career Development*, 34(3), 211–216. <https://doi.org/10.1177/10384162251383732>
- Digdowiseiso, K. (2022). Perception of Islamic student interest in stock investment: financial literacy, financial behavior, and risk perception. *SERAMBI: Jurnal Ekonomi Manajemen Dan Bisnis Islam*, 4(2), 139–150. <https://doi.org/10.36407/serambi.v4i2.723>
- Fajri, R. N., Nila Hidayah, Asri Dwi Ariyani, Siti Fatimah, & Aulina Izzatul. (2022). Authentic Leadership and Organizational Resilience of SMEs for Sustainable Entrepreneurial: A Tourism-Based Enterprise Study. *ARBITRASE: Journal of Economics and Accounting*, 3(2), 358–362.

- <https://doi.org/10.47065/arbitrase.v3i2.446>
- Ferdinand. A. (2014). *Metode Penelitian Manajemen : Pedoman Penelitian Untuk Penulisan Skripsi, Tesis dan Disertasi Ilmu Manajemen* (Edisi 5). Universitas Diponegoro Semarang.
- Ghozali. I & Latan. H. (2015). *Partial Least Square, Konsep, Teknik dan Aplikasi Menggunakan Program Smart PLS 3.0* (2nd ed.). Universitas Diponegoro Semarang.
- Harmin, H., Samdin, S., Sukotjo, E., Hakim, A., & Masri, M. (2021). Peran Kepuasan Kerja Dalam Memediasi Pengaruh Lingkungan Kerja, Gaya Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Pegawai: Studi Kasus di Badan Pendapatan Daerah Kabupaten Muna. *Jurnal Manajemen, Bisnis Dan Organisasi (JUMBO)*, 5(3), 609. <https://doi.org/10.33772/jumbo.v5i3.22802>
- Haryadi, D., Prahawani, W., Nupus, H., & Wahyudi, W. (2021). Transformational Leadership, Training, Dan Employee Performance: Mediasi Organizational Citizenship Behavior Dan Job Satisfaction. *Ultima Management : Jurnal Ilmu Manajemen*, 13(2), 304–323. <https://doi.org/10.31937/manajemen.v13i2.2311>
- Haryadi, D., Setiawati, E. T., Barat, S. T. A., Setiadi, M. T., & Juhandi. (2022). Improving Employee Performance With Transformational Leadership Through Intrinsic Motivation. *Tianjin Daxue Xuebao (Ziran Kexue Yu Gongcheng Jishu Ban)/ Journal of Tianjin University Science and Technology*, 55(03), 361–371. <https://doi.org/10.17605/OSF.IO/XMRV7>
- Ishkak, I. (2022). Peran Charismatics Leadership Atas Kepuasan Kerja Dan Dampaknya Pada Kinerja Guru Tetap. *Excellent*, 9(2), 145–155. <https://doi.org/10.36587/exc.v9i2.1360>
- Iskandar, D., & Lo, S. J. (2022). Perilaku Kepemimpinan dan Motivasi Kerja dalam Meningkatkan Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening pada Perusahaan Pembiayaan di Kota Jambi. *J-MAS (Jurnal Manajemen Dan Sains)*, 7(2), 1341. <https://doi.org/10.33087/jmas.v7i2.784>
- Karsikah, & Ghoni, A. (2026). The effect of work stress and job satisfaction on turnover intention at PT BFI finance Tbk Cikupa Tangerang Sector. *International Journal of Applied Finance and Business Studies Journal*, 13(4), 585–593.
- Karsikah, Ramdanyah, A. D., Lutfi, & Sofi, I. (2025). Jurnal Mantik Improving employee performance with transformational leadership style and work motivation through work discipline variable intervening at PT Adis Dimension Footwear. *Jurnal Mantik*, 8(5), 1945–1955.
- Martinez Leon, I. M., Olmedo Cifuentes, I., Sanchez-Navarro, J. L., & Arcas Lario, N. (2025). Transformational leadership and performance in social economy entities: The moderating effect of board gender diversity. *Annals of Public and Cooperative Economics*, 96(4), 793–819. <https://doi.org/10.1111/apce.70008>
- Mochamad Ainan, Andhi Supriyadi, Syamsul Hadi, & Dyah Palupiningtyas. (2021). Analisis Faktor Kepemimpinan Transformasional Dan Motivasi Sebagai Antisedence Dari Kepuasan Kerja Terhadap Kinerja Pegawai Dalduk & KB Kota Semarang. *Jurnal E-Bis (Ekonomi-Bisnis)*, 5(2), 338–352. <https://doi.org/10.37339/e-bis.v5i2.650>
- Mustika, A. D., Hinggo, H. T., & Zaki, H. (2025). Pengaruh Kepuasan Kerja dan Stres Kerja Terhadap Turnover Intention Karyawan Gen Z. *Journal of Artificial Intelligence and Digital Business (RIGGS)*, 4(2), 4622-4631. <https://doi.org/10.32877/ef.v6i3.1653>
- Ni'Am, M. M., Maharani, A., & Fauzi, A. (2021). Dinamika Gaya Kepemimpinan Tangkas, Motivasi, Kinerja Dan Kepuasan Kerja Di Perusahaan Perkebunan. *JISIP (Jurnal Ilmu Sosial Dan Pendidikan)*, 5(3). <https://doi.org/10.58258/jisip.v5i3.2015>
- Nugroho, A., Handayani, R., & Abdillah, M. R. (2022). Kepemimpinan Autentik Dan Perilaku Inovatif: Keterikatan Kerja Sebagai Mediasi Studi Pada Sekretariat Dewan Provinsi Riau. *Jurnal Ekonomika Dan Bisnis (JEBS)*, 2(1), 75–82. <https://doi.org/10.47233/jebs.v2i1.64>
- Oktaviani, R. (2019). Pengaruh Kepemimpinan, Komitmen Organisasi, Kepuasan Kerja, Dan Balance Scorecard Terhadap Kinerja Karyawan Pt Xyz Di Jakarta. *Jurnal Manajemen Bisnis Dan Kewirausahaan*, 2(4). <https://doi.org/10.24912/jmbk.v2i4.4861>
- Ovianti, Y., & Fadli, J. A. (2022). Pengaruh Gaya Kepemimpinan Transformasional Dan Disiplin Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Mediasi. *AKSELERASI: Jurnal Ilmiah Nasional*, 4(2), 109–119. <https://doi.org/10.54783/jin.v4i2.571>
- Putra, I. M. A., & Surya, I. B. K. (2020). Peran Mediasi Kepuasan Kerja Pada Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Toyota Auto 2000 Denpasar. *E-Jurnal Manajemen Universitas Udayana*, 9(2), 405. <https://doi.org/10.24843/ejmunud.2020.v09.i02.p01>
- Rahmatullah, A., David Ramdanyah, A., Kambara, R., & Haryadi, D. (2022). Improving Organizational Performance With Organizational Culture and Transformational Leadership Through Intervening Organizational Commitment Variables. *Dinasti International Journal of Digital Business Management*, 3(2), 180–194. <https://doi.org/10.31933/dijdbm.v3i2.1118>
- Ridwan, M., Games, D., & Lukito, H. (2024). Pengaruh Kecerdasan Emosional dan Kepemimpinan Transformasional Terhadap Kinerja Karyawan yang Dimediasi oleh Kepuasan Kerja Pada PT. Transco Energi Utama Kabupaten Pesisir Selatan. *Ranah Research : Journal of Multidisciplinary Research and Development*, 6(6), 2793–2802. <https://doi.org/10.38035/rj.v6i6.1163>

- Saidah, F. N., & Muhid, A. (2021). Peran Pemberian Psychological Empowerment Terhadap Kepercayaan Atasan Pada Bawahan: Literature Review. *Competence : Journal of Management Studies*, 15(2), 162–172. <https://doi.org/10.21107/kompetensi.v15i2.12514>
- Sanasa, Y., Oktaviani, F., Syaechurodji, S., Karsikah, K., & Haryadi, D. (2024). Kepemimpinan Inovatif Dan Disiplin Kerja Terhadap Kinerja Pegawai. *Jurnal Manajemen Dan Bisnis*, 6(1), 39–49. <https://doi.org/10.47080/jmb.v6i1.3234>
- Saruksuk, M., Hidayat, N., & Annisa. (2022). Pengaruh Kepemimpinan Autentik dan Kesejahteraan Afektif terhadap Komitmen Afektif Karyawan Startup Bidang Edutech. *Jurnal Bisnis, Manajemen, Dan Keuangan*, 3(2), 560–578.
- Sasongko, S. N., & Kuang, T. M. (2024). Kepemimpinan Autentik dan Kualitas Pelaporan Keuangan: Peran Iklim Etis. *Owner*, 8(3), 2891–2908. <https://doi.org/10.33395/owner.v8i3.2195>
- Seniman, S., Lubis, R., & Effendy, S. (2022). Hubungan Antara Gaya Kepemimpinan, Manajemen Sumber Daya Manusia Dengan Kualitas Kinerja Pegawai UPT Samsat Kota Pinang. *Tabularasa: Jurnal Ilmiah Magister Psikologi*, 4(1), 7–14. <https://doi.org/10.31289/tabularasa.v4i1.671>
- Sinaga, L. M. (2021). Budaya organisasi, gaya kepemimpinan dan kompensasi terhadap kinerja pegawai melalui kepuasan kerja. *Jurnal Riset Manajemen Dan Bisnis*, 6(2), 61–70. <https://doi.org/10.36407/jrmb.v6i2.439>
- Steven, S., & Yanuar, Y. (2024). Faktor-Faktor yang Mempengaruhi Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Mediasi. *Jurnal Manajerial Dan Kewirausahaan*, 6(2), 478–493. <https://doi.org/10.24912/jmk.v6i2.29852>
- Sugiono, E., & Lumban Tobing, G. I. (2021). Analisis Pengaruh Kepemimpinan, Budaya Organisasi dan Komunikasi Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Kinerja Karyawan. *Jurnal Manajemen Strategi Dan Aplikasi Bisnis*, 4(2), 389–400. <https://doi.org/10.36407/jmsab.v4i2.413>
- Syarifah, S. M. T., Suhana, A., & Samy, N. K. (2024). Employee Well-Being: A Conceptual Framework for Notable Explorations. *Proceedings of The World Conference on Social Sciences*, 3(1), 48–66. <https://doi.org/10.33422/worldcss.v3i1.596>
- Tri Rachmawan, P., & Nita Aryani, D. (2020). Kepemimpinan Spiritual dan Reward Terhadap Kinerja Pegawai Melalui Kualitas Kehidupan Kerja Dan Kepuasan Kerja sebagai Variabel Intervenin. *Jurnal Ilmiah Manajemen Dan Bisnis*, 21(2), 136–148. <https://doi.org/10.30596/jimb.v21i2.5124>
- Urbani, W. P., & Puspa, T. (2023). Authentic Leadership sebagai Strategi Pengelolaan Sumber Daya Manusia: Dampaknya pada Menurunkan Turnover Intention pada Karyawan Perbankan. *El-Mal: Jurnal Kajian Ekonomi & Bisnis Islam*, 5(3), 1197–1206. <https://doi.org/10.47467/elmal.v5i3.5649>
- Utomo, A., & Pamungkas, A. R. (2022). Menguji Peran Mediasi Kepuasan Kerja Dan Komitmen Organisasi: Pengaruh Kepemimpinan Spiritual Terhadap Kinerja Karyawan. *Excellent*, 9(2), 219–232. <https://doi.org/10.36587/exc.v9i2.1383>
- Vaithilingam, S., Ong, C. S., Moisescu, O. I., & Nair, M. S. (2024). Robustness checks in PLS-SEM: A review of recent practices and recommendations for future applications in business research. *Journal of Business Research*, 173, 114465. <https://doi.org/10.1016/j.jbusres.2023.114465>
- Wijaya, A. T., Nelson, A., Bernard, B., Edwin, E., Erick, E., & Wenny, W. (2024). Dampak Leadership & Corporate Social Responsibility Terhadap Talent Retention Di Industri Manufaktur. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 11(1), 331–342. <https://doi.org/10.37606/publik.v11i1.1093>