Original Article

The Effect of Organizational Culture and Authentic Leadership on Affective Commitment through Job Satisfaction

Nurlianti Nurlianti [a], Tetra Hidayati [a],* and Adi Wijaya [a]

[a] Master of Management, Faculty of Economics and Business, Mulawarman University, 75119 Kota Samarinda, Kalimantan Timur, Indonesia; nurliantiresmi77@gmail.com (N.N.), adi.wijaya@feb.unmul.ac.id (A.W.)

* Correspondence: tetra.hidayati@feb.unmul.ac.id (T.H.)

Abstract: Human resources are very important for an organization to achieve any goal. With good HR management, the achievement of organizational goals can be influenced. Skilled human resources are very valuable and cannot be replaced by natural resources, additional capital, or new technology. Therefore, the importance of human resources, both as managers and employees, is in planning, implementing and supervising the organization. Thus, the current study seeks to examine the effect of organizational culture and authentic leadership on job satisfaction and affective commitment of employees of the North Penajam Paser Regency KUKMPERINDAG Service. All 96 employees were participated in this study and collected using simple random sampling technique. The data analyzed using the Structural Equation Modeling – Partial Least Square assisted by SmartPLS-3. The result indicates that organizational culture and authentic leadership have significant positive relationship with job satisfaction. Also, this study found that organizational culture and satisfaction work have significant positive relationship with affective commitment. Besides that, this study indicates that authentic leadership does not significant relationship with affective commitment. In addition, this study found that job satisfaction mediates the relationship between authentic leadership and affective commitment. This study concludes that organizational culture has a positive and significant effect on employee job satisfaction. This means that the better the implementation of organizational culture, the more it will be able to encourage employee job satisfaction. Organizational culture has a positive and significant effect on employee affective commitment, this can mean that improving organizational culture is able to encourage employee affective commitment. Authentic leadership has a positive and significant effect on employee job satisfaction. This means that authentic leadership can encourage employee job satisfaction.

Keywords: Organizational Culture; Authentic Leadership; Affective Commitment; Job Satisfaction.

1. Introduction

Human resource management is an important part of management science. Dessler (2009) states that human resource management is the policies and practices in mobilizing human resources or aspects related to management positions. Human resources are very important for an organization to achieve any goal. With good HR management, the achievement of organizational goals can be influenced. Skilled human resources are very valuable and cannot be

replaced by natural resources, additional capital, or new technology. Therefore, the importance of human resources, both as managers and employees, is in planning, implementing and supervising the organization or institution itself. According to Dessler (2009) human resource management is the process of acquiring, training, assessing, and compensating employees, and paying attention to their work relationships, health and safety, and justice issues.

In terms of implementing the proclaimed Vision and Mission, it must be supported by employees or state civil servants who are highly dedicated to their work. State Civil Servants (ASN) must have a commitment to work, one of which is Affective Commitment. If a worker has effective commitment, it means they have an emotional attachment related to their goal of identifying with and participating in the organization (Alkadash, 2020). This mental engagement can also be said to be an important factor in employee engagement and loyalty. An employee with Affective commitment has a high sense of belonging to the company so that he shows participation in the organization and a desire to carry out activities to achieve goals and remain with the organization. Affective commitment is the most effective in influencing a person's behavior, attitudes and feelings and shaping their views about the organization Mercurio (2015). Several factors that can influence Affective Commitment are Organizational Culture, Authentic Leadership and Job Satisfaction.

According to Lumbanraja (2008), organizational culture refers to the values of organizational members. These values make people do something about the behavior or actions of members of the organization. The process of forming an organizational culture begins with a long journey that takes a long time. Organizational culture has several characteristics that are said to be strong while others are said to be weak (Darto, 2014). There are several characteristics used to determine a strong organizational culture, namely cohesion, leadership and intensity. Leadership is the skill and art of directing other people to achieve organizational goals (Handayani & Heri, 2022). Authentic leadership is the attitude of a leader that promotes good mental performance and good attitudes, from the perspective of taught attitudes, to develop better understanding, the cultivation of correct knowledge, and visible relationships between managers and motivate employees in developing themselves positively (Sagala, 2021).

Sagala (2021) said that authentic leadership is the values of the nature of a leader, the presence of caring for others and harmony of morals and actions. Authentic leadership is a leader with confidence, optimism, hope, efficiency, and resilience. Authentic leadership is viewed from a clear moral perspective, visions for future goals and really prioritizes the interests of employees to become leaders (Pradipto & Chairiyati, 2021). According to Bakari & Hunjra (2017), this condition is caused by authentic leadership which can increase employees' self-confidence and self-efficacy. According to Alkadash (2020), the indicators of authentic leadership are self-awareness, values, emotions and goals.

The behavior of an employee in carrying out or completing his work, the atmosphere of the work environment, teamwork, work wages, and all problems and problems related to physical and psychological factors are also called job satisfaction. Job satisfaction is a person's attitude that reflects the difference between what the employee gets and what he believes he will get (Robbins and Judge (2019). As said by Natalia Achmad and Djamil Mz (2022), satisfaction refers to a person's general attitude towards his job. The researchers propose indicators to measure job satisfaction, one of which, according to Muslichah and Asrori (2018), determine indicators such as job, salary, promotion, superiors and co-workers to measure job satisfaction.

There are several studies related to Organizational Culture, Authentic Leadership, Job Satisfaction and Affective Commitment. The results of research conducted by Bakari and Hunjra (2017) show that Authentic Leadership has an influence on Affective Commitment. This research is different from the research of Pradipto and Chairiyati (2021), the results of several studies show that Authentic Leadership has a significant effect on Affective Commitment. Other research, namely by Aycą (2019) shows the results that Organizational Culture has a positive and significant effect on Job Satisfaction. This shows that there are differences between results of previous research. This research focuses on KUKMPERINDAG North Penajam Paser Regency which has a role in helping micro, small and medium entrepreneurs with administrative matters in their fields. KUKMPERINDAG aims to encourage the achievement of increased community welfare, where the aim is to develop regional goods industries and increase the competitiveness of MSMEs, cooperatives and trader groups. Based on the previous explanation, this research aims to examine the effect of organizational culture and authentic leadership on job satisfaction and affective commitment of employees of the North Penajam Paser Regency KUKMPERINDAG Service.

2. Literature Review

2.1. Job satisfaction

Job satisfaction is a general attitude towards a person's job that reflects the difference between what an employee gets and what he believes he will get (Robbins and Judge (2019). Luu and Phan (2020) state that Job satisfaction is a positive action of workers which includes feelings and behavior towards work, appreciating their work as a reward for realizing good work. Job satisfaction is also defined as an individual attitude about a person's feelings towards his or her work (Robbins (2013). In line with the views of Robbins and Luthans (1995), job satisfaction is an expression of employee satisfaction about how their work can provide benefits to the organization, which means that what is obtained

at work fulfills what is considered important. The concept of job satisfaction has been proposed theoretically by several experts, including according to Son et al., (2018) is a feeling of job satisfaction, that work is pleasant or unpleasant based on the expectations and rewards offered by the agency. At the same time, Setiawan et al. (2021) also stated that job satisfaction is a pleasant emotional attitude and love for one's work. Robbins and Judge (2013) stated that an employee who feels dissatisfied with his organization will tend to respond passive and showing laziness (absenteeism) or on an extreme scale will choose to leave the organization (exit). On the other hand, someone who feels satisfied will show an active response in doing their work (voice) or at a higher level will show loyalty. Loyalty interpreted as an act of waiting with optimism for a new change to occur (Robbins and Judge, 2013).

2.1.1. Factors influencing job satisfaction

According to several experts, an employee's job satisfaction in an organization is influenced by several factors. Erlangga (2017) states that job satisfaction is influenced by, among other things, salary, work itself, co-workers, superiors, promotions and work environment. Meanwhile, Robbins and Judge (2019) stated that job satisfaction is influenced by several factors, including fair and appropriate remuneration, the severity of the work, the work atmosphere and environment, equipment that supports the implementation of work, leadership attitudes in his leadership and The nature of the work is monotonous or not

2.1.2. Indicators and Types of Job Satisfaction

The researchers proposed indicators to measure job satisfaction, one of which, as stated by Robbins and Judge (2019), Job Satisfaction has several indicators, namely the job itself, coworkers, supervisor support and the social context of the workplace. According to Setiawan et al., (2021), Job Satisfaction is divided into three (3) types, namely: Job Satisfaction at work, Job Satisfaction outside work and combined job satisfaction at work and outside the workplace

2.1.3. Measurement of Job Satisfaction

An employee's level of satisfaction or dissatisfaction with their job is a complex part of the job. Therefore, assessing employee satisfaction levels is very important. According to Fauzan and Fathiyah (2017), job satisfaction can be measured through measuring job satisfaction with the job description index scale, measuring job satisfaction based on facial expressions, measuring job satisfaction with the Minnesota questionnaire, this scale consists of jobs that are considered very satisfied, dissatisfied, neutral, satisfactory and very satisfied. Employees are asked to choose one answer that suits their working conditions. Meanwhile, Manuel (2015), job satisfaction can be measured through assessment/Individual Maximum Global Load, Additional Score/summary composes a number of aspects of work and typical factors including: nature of work, supervision, salary offer, promotion opportunities and relationships. It also plays an important role in measuring job satisfaction, as managers can tell employees to show their facial expressions.

2.1.4. The Impact of Job Satisfaction and Dissatisfaction

During work, employees feel satisfied or dissatisfied with something in their work. Job satisfaction is a positive work feeling in the form of motivation from within the employee, and dissatisfaction causes poor behavior in carrying out work from employee feelings. Satisfaction scale and dissatisfaction Different work results according to each individual (Lumbanraja (2008). According to Robbins and Judge (2019), job satisfaction as a person's positive feelings about their work obtained from an evaluation of their work characteristics satisfaction itself. According to Muslichah and Asrori (2018), there are four (4) ways to find out employee attitudes. First: departure, dissatisfaction with going to work. Second: expression, namely dissatisfaction with work, which is manifested as an active and constructive effort to improve conditions. The third is negligence, meaning dissatisfaction with work expressed in indifference to the situation getting worse. The fourth is loyalty.

2.2. Organizational Culture

Organizational culture is habit or member behavior in organizational policy. According to Robbins and Judge (2019), organizational culture is a system of shared meaning between members that differentiates an organization from other organizations. According to Son et al., (2018), organizational culture is what employees see and how perceptions create models and beliefs, values and expectations. However, according to Darto (2014), organizational culture is a shared system that includes beliefs, values and group behavior that have differences compared to other organizations. Descriptive organizational culture refers to the shared perception of everyone in an organization (Natalia et al., 2022). Meanwhile, according to Fauzan and Fathiyah (2017), organizational culture is the tendency of organizational members to implement it in such a way that the people who live in its environment feel like it can live better.

2.2.1. The Role and Function of Organizational Culture

In recent decades, several researchers and organizations have used it to describe the norms and practices developed in an organization towards people or as values that the organization adheres to Schein (2012). The more employees accept the core values of their organization and the greater their commitment to these values means the stronger the culture (Robbins & Coulter (2002). Every organization has its own specific cultural values. Tewal et al., (2017), culture plays an important role in organizations, namely: Culture provides a sense of identity, Culture generates commitment to the organization's mission and Culture clarifies and reinforces standards of behavior. Organizational culture comes from the values and beliefs of the organization as well as the important role and morals of employees who influence it. Robbins and Judge (2019) show that "organizational culture has a function, namely creates separation or disintegration between one organization and another, involves a sense of identity among organizational members, encourages shared commitment rather than personal interests, and stabilizes the social system. Culture is glue and can unite an organization and provide standards for what employees must do and culture functions as an emotional and control mechanism that will shape employee attitudes and behavior.

2.2.2. Indicators and Characteristics of Organizational Culture

According to Reidhead (2020), organizational culture has several characteristics that are said to be strong while others are said to be weak. Below are several characteristics that determine whether organizational culture is strong or not, for example: Togetherness, the role of the leader and intensity. According to Robbins and Judge (2019), culture is an interaction that is different from conventional characteristics that influences human groups in the environment. There are 7 (seven) dimensions of culture, namely: innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability.

2.3. Authentic Leadership

The ability to influence others so that they want to achieve organizational goals. Winarsih and Fariz (2021) call it a form of leadership. In contrast to other opinions, Fauzan and Fathiyah (2017) state that leadership is associated with the ability to move, direct and at the same time influence the way of thinking, how each member acts so that they can complete work independently. According to Ratno (2017), Authentic Leadership is a certain way embraced by a leader to influence employees to achieve a goal. Another understanding says that good management is a way in which a leader can influence all employees by voluntarily carrying out various general activities determined by management, without feeling pressured to achieve organizational goals according to Muslichah and Asrori (2018). Leaders who use the servant leadership style usually place the needs of followers as the main priority and treat them as colleagues, so that the closeness between the two is very close because they are involved with each other according to Handayani et al., (2020).

According to Yudha Erlangga (2017), leadership style is actioning a person leader when he tries to influence employees. Most people consider leadership style to be a type of leadership. According to Rohaeni (2016), leadership is the neutralization of a set of leadership behaviors and leadership concepts, by emphasizing the historical background, reasons for the creation of management, requirements to become a manager, main characteristics of managers, main tasks and functions as well as ethics, the manager's profession. The word Authentic according to Rohaeni (2016) "comes from Greek which means to complete. Being authentic means, someone must act, realize and participate in life. Authentic leadership is a leader who has a certain identity that he has, knows whatever he believes and values, and does actions publicly in accordance with the values and beliefs held (Robbins and Judge (2019). According to Walumbwa et al., (2008). "Authentic leadership is a leader's moral character, concern for others and consistency of ethical values and Rukh actions et al., (2018). Authentic leadership is the character of an authoritative leader according to Aranki et al., (2019), a leadership model that is ethical and transparent according to Luthans and Avolio (2012) which is the basis and essence of all good leadership. "

Authentic leadership is a leader who has an optimistic, purposeful, efficient and strong attitude. To be a true leader, you must have clear moral principles and perspectives, have a positive outlook, and appreciate the transformation of employees into leaders (Luthans and Avolio, 2012). Authentic leadership is a leader who can encourage organizational commitment to employees through mental effectiveness in the form of self-efficacy, hope and optimism. This is because authentic leadership can increase employee self-confidence and self-efficacy (Batra and Rastogi (2023). Authentic Leadership Characteristics will encourage employees to compete through self-development, collaboration with colleagues, revitalizing relationship transparency, balancing information processing, and increasing the internalization of moral perspectives (Cummings and Worley (2015). From the explanation above, Authentic Leadership is a form and positive style that prioritizes employee self-awareness, cares about the people who work, and is open in managing themselves and their employees.

2.3.1. Dimensions of Authentic Leadership

According to Luthans and Avolio (2012), authentic leadership has four (4) dimensions, namely:

1. Self-Awareness demonstrates appropriate understanding of strengths, weaknesses and sensory processes. The leader's own self-awareness will know the values of subordinates, knowing the importance of struggle and respecting each other.
2. Internalized Moral Perspective refers to acting in accordance with one's moral standards and self-regulated behavior. Leaders who own internalized Moral Perspective will have an ethical attitude.
3. Relational Transparency is Lead with transparency, be honest and direct with subordinates, have an open leadership style and be able to position yourself according to situations and conditions. For leaders in this dimension, remaining faithful to these values is very important.
4. Balance Processing namely the process of making decisions after analyzing data. Before the decision-making process, leaders should be able to gather conflicting opinions.

2.3.2. Authentic Leadership Approach

The most important factor in empowering leaders in their efforts to influence employees to achieve success in organizational institutions is a form of authentic leadership. According to Azizollah et al. (2015) and George (2003), Authentic leadership has 2 (two) approaches, namely:

1. Practical approach - An approach taken from real life examples, training and development books is a practical approach. Specifically, authentic leaders have five (5) main characteristics, among others Purpose, Values, Relationships, Self-Discipline and Heart.
2. Theoretical Approach - The theoretical approach is an approach that is based on social science research findings. Luthansand Avolio (2012) combines authentic leadership in the positive capacity of a leader in a highly developed organizational context.

2.3.3. Authentic Leadership Factors

Pradipto and Chairiyati (2021) authentic leadership consists of 4 (four) main factors, namely Self-Awareness, Relational Transparency, Internal moral perspective, and balanced Information Processing. Apart from the factors above, there are other factors that influence authentic leadership according to Luthans and Avolio 2012), such as: Positive Psychological Abilities, Moral Interpretation, Significant Life Events. According to Robbins and Judge (2019) there are 3 (three) indicators in measuring Authentic Leadership, namely Ethics, Servant and Trust

2.4. Affective Commitment

Affective commitment is an emotional bond created by employees with the aim of building their identity and involvement in the organization (Yusuf and Syarif 2018). Meanwhile, according to Robbins and Judge (2019), affective commitment is an emotional feeling and belief in one's values. Mercurio (2015) argues that affective commitment is the most effective commitment to influence individual attitudes, behavior and shape organizational perceptions. Affective commitment is also defined as how a person feels emotionally connected to an organization (Hidayati et al., (2022). In addition, according to Pathan et al., (2016), Affective Commitment is related to members' emotions with their organization, identification with the organization, and member participation in organizational activities. According to Wibawa and Putra (2018), affective commitment is defined as an employee's desire to remain part of the organization, because he risks experiencing losses if he leaves the organization." Lumbanraja (2008) added that affective commitment is a feeling of wanting to always remain a member of an organization to be directly involved and emotionally participate in the organization.

2.4.1. Factors Influencing Affective Commitment

According to Azizollah et al., (2015), there are several factors that influence affective commitment including organizational characteristics, personal characteristics and organizational support. However, According to Pathan et al., (2016), factors that influence affective commitment are individual characteristics , Organizational Characteristics and Work Experience According to Luu and Phan (2020), there are 4 (four) categories that influence an individual's assumed commitment to the organization, namely: Personal Characteristics, Employee Characteristics, Work Experience and Characteristics Structure. Of the four categories above, Serpian et al., (2016) show that there are work experience factors, including a person's psychological need to feel in the organization and their work tasks (explained that the emergence of an individual's effective involvement in the organization has a number of organizational support factors, including benefits (rewards) provided by the organization, procedural justice, and supervisory support.

2.4.2. Indicators of Affective Commitment

According to Robbins and Judge (2019), "there are several indicators to measure emotional attachment:
1. Employee Emotional Attachment - Belief in and acceptance of organizational values and practices that are demonstrated by the organization's goals. In addition, individuals feel proud if they are involved in the organization.
2. Involvement in Organization - Participation, namely the desire to make real efforts. Employees participate and are highly committed to taking on all tasks assigned to them.

2.4.3. Aspects of Affective Commitment

According to Serpian et al., (2016), they explain that there are 3 (three) parts that describe an individual's affective commitment to an organization, namely:
1. Emotional Attachment - Is an individual's strong feelings towards the organization so that it is easy to become emotionally attached to the organization. Individuals will feel that they are part of the organization's family which is shown by positive affection and a sense of belonging (Sense of Belonging) which is high for the organization. Because there is a feeling of attachment to the organization, individuals have little reason to leave the organization and still desire to continue their membership in the organization.
2. Identification - Belief in the goals and values of the organization is one of the keys to forming several other aspects of organizational commitment. This aspect is seen from several points of view, namely: the similarity of individual and organizational goals and values, the individual's feeling that the organization provides practices that support their performance, and pride in the organization.
3. Participation - The desire to be truly involved in every activity or activities of the company is expressed in the acceptance of people accepting and fulfilling various tasks and responsibilities and being willing to work outside their duties and roles if the company needs their help.

2.5. Conceptual Framework

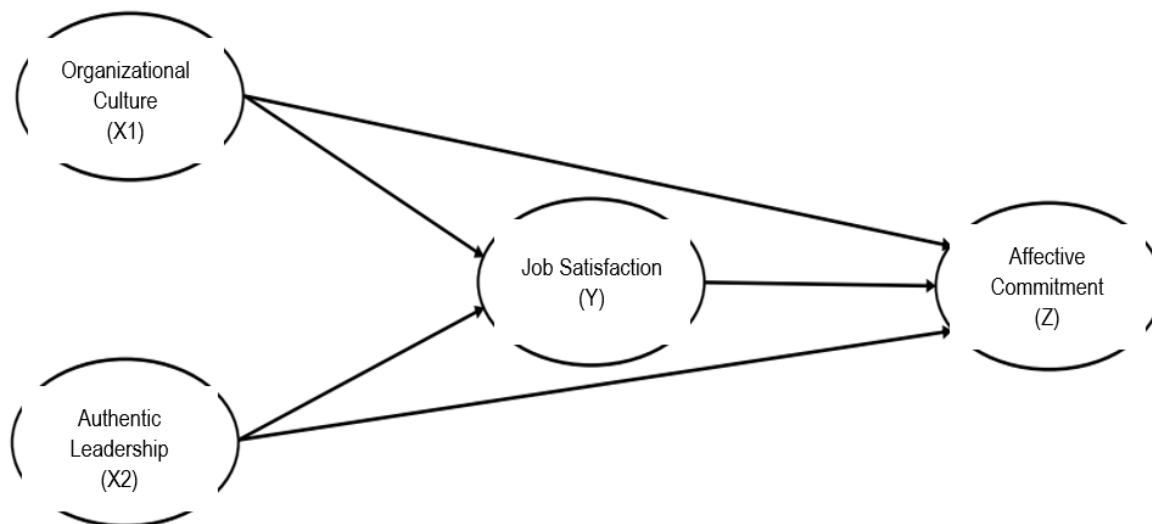Schematically, an overview of the conceptual framework in this research can be outlined as follows:

Figure 1. Conceptual Framework.

2.6. Hypothesis

Based on the problem formulation and research objectives, to obtain a temporary answer to an existing problem, several hypotheses can be taken as follows:
- H1: Organizational culture has a positive and significant effect on employee job satisfaction.
- H2: Organizational culture has a positive and significant effect on employee affective commitment.
- H3: Authentic leadership has a positive and significant effect on employee job satisfaction.
- H4: Authentic leadership has a positive and significant effect on affective commitment to employees.
- H5: Job satisfaction has a positive and significant effect on employee affective commitment.

H6: Organizational culture has a positive and significant effect on affective commitment through employee job satisfaction.

H7: Authentic leadership has a positive and significant effect on affective commitment through employee job satisfaction.

3. Materials and Methods

3.1. Design of the Study

This research was designed using 3 forms, namely descriptive, comparative and associative. As for the type of study design used is an associative research design with a mixed qualitative and quantitative approach, meaning that this research is presented in the form of numbers obtained from questionnaire or questionnaire research respondents. This research method uses a survey method where research is carried out on a population using random sampling to analyze data obtained from the population (Pathan et al., (2016). According to Sagala (2021), correlation studies can also be used to measure several interrelated and influencing variables which can be carried out simultaneously in real situations.

3.2. Operational definition

Operational definitions of variables direct researchers to apply research elements that describe the measurement of variables. When discussing some of the variables studied:

Table 1. Definition of Operational Variables

Variable(s)	Definition	Item	Authors
Organizational Culture (X1)	Organizational culture is a system of shared meaning followed by members, which differentiates an organization from others. Organizational culture is a characteristic that characterizes an organization from other organizations. Organizational culture is measured using ordinal data and using a 1-5 Likert scale.	Courage to take risks Attention to detail Results oriented Human oriented Team oriented Aggressive attitude Stability	Robbins and Judge (2019)
Authentic Leadership	Authentic Leadership have clear moral values and views. positive perspective and consider employees very important Pradipto and Chairiyati (2021). Authentic Leadership (Authentic Leadership) is leaders who know their identity, know what they understand and appreciate and act in accordance with these values and beliefs, explained Robbins and Judge (2019). Authentic Leadership measured with ordinal data and using a 1-5 Likert scale.	Ethics It is as follows: Leaders who always provide honest information Leaders treat their subordinates fairly. Servant Is as follows: Leaders can listen carefully to subordinates' opinions. Leaders show empathy towards employees. Leaders can accept the opinions of employees Trust It is as follows: Leaders entrust work to employees. The leadership fully believes in the results of the employees' work.	Robbins and Judge (2019)

Variable(s)	Definition	Item	Authors
Job satisfaction	Shows the difference in a person's general attitude towards work, between the amount of compensation received and the amount received accepted, also referred to as job satisfaction according to Robbins and Judge (2019:78). Job satisfaction measured with ordinal data and using a 1-5 Likert scale.	The work itself Is as follows: Challenging work Work is an opportunity to learn Colleagues are as follows: Colleagues work with each other cooperate according to their respective competencies. Colleagues support each other in completing tasks as a team. Superior Support is as follows: Leaders who can deliver feedback on employee performance. Leaders provide opportunities to develop employee careers. The social context of the workplace is as follows: Employees can interact when outside the office. Coworkers provide emotional support to each other.	Robbins and Judge (2019)
Affective Commitment	Affective commitment is an emotional feeling and belief in one's values". It can be said that affective commitment is also an important factor in employee commitment and loyalty. An employee with Affective Commitment is a sense of belonging to the organization, participating together in organizational activities. Affective Commitment measured with ordinal data and using a 1-5 Likert scale.	Employee emotional attachment is that employees are emotionally very strong towards the organization where they work. Involvement in the Organization means that employees will always complete all work assigned by the leadership and make maximum efforts and be serious in achieving the Organization's goals	Robbins and Judge (2019)

3.3. Population and Sample

All 96 employees who work in the UKM, Industry and Trade cooperative in North Penajam Paser Regency participated in this research.

Table 2. Data on Number of Employees

	Service	UPT	Total
PNS Non-Echelon	27	3	30
THL	32	34	66

Source: KUKMPERINDAG (2023)

Sample means the object being studied or part of the research object by Reidhead (2020). The sampling technique in this research uses Simple Random Sampling which includes in categories Probability Sampling where all members of the population are sampled. The number of samples used in this research was 96 respondents. The results of distributing the questionnaires were that 68 questionnaires were returned and 28 questionnaires could not be processed because several questionnaires were returned but the questionnaire questions were not filled in completely and the questionnaires were returned but it had already passed the time determined by the authors.

3.4. Instruments

According to Pradipto and Chairiyati (2021), they mentioned that the instrument used is a questionnaire. Research instruments are data collection tools used to measure natural and social phenomena that can be observed. Using research tools means finding complete information about a natural phenomenon problem. List of statements or questions sent to respondents either directly or indirectly are what are called questionnaires. According to Natalia Acmad et al., (2022), recording or extracting relevant information and information using questionnaire or questionnaire. The basis for using questionnaires, as expressed by Manuel (2015), is a list of questions asked of other people who are ready to respond. The purpose of distributing questionnaires is to find out from respondents' complete information about problems, without worrying if respondents answer incorrectly when filling out the questionnaire. Respondents know the information requested.

3.5. Data Collection Techniques

According to Pradipto and Chairiyati (2021), state that the data collection technique described in this research was carried out through distributing questionnaires and interviews. A questionnaire is a data collection technique where participants or respondents fill in questions or statements and return them to the researcher after they have been filled in completely (Pradipto and Chairiyati (2021).Variables measured using a Likert scale are converted into indicator variables, which are then used as a starting point for creating instruments, in the form of questions. Each instrument that uses a Likert scale has a scale response from very positive to very negative.

3.6. Data analysis technique

This research uses Partial Least Squares (PLS) as a data analysis technique. PLS is an SEM equation model, which is based on variance- or component-based structural equation models. According to Batra and Rastogi (2023), the goal of PLS-SEM is the development of theory or theory development (predictive orientation). PLS is used to clarify whether there is a relationship between latent variables (predictors). PLS is a powerful analysis method because it does not assume data flow at a certain scale, the sample size is small. According to Batra and Rastogi (2023). This study had a complex design and limited sample size, so SmartPLS software was used to analyze the data. SmartPLS uses a random doubling or bootstrap method and does not require a minimum sample size with bootstrap, so it can be applied to research with small samples. According to Batra and Rastogi (2023), Manuel (2015), and Terefe and Tadese (2019) say that "the software has 7 (seven) modeling steps in PLS-SEM processing, namely:

1. Designing a Structural Model (inner model) - An internal model is a structural model used to predict causal relationships (cause and effect relationships) between latent variables or variables that cannot be measured directly. Bootstrapping (a non-parametric procedure for testing the statistical significance of SEM-PLS variants that produces path coefficients, values of Cronbach's alpha, HTMT and R-Square) provides t-statistical test parameters to predict the existence of a causal relationship. To evaluate the PLS internal model, R^2, the path coefficient value (a path that describes the strength of the relationship between variables) for the dependent variable is used to a significance test the internal model (structural model). The R^2 value is used to measure the level of variation of the independent variable relative to the dependent variable. The higher the R^2 value, the better the prediction model of the proposed research model.
2. Designing a measurement model (outer model) - An external model is a measurement model that combines indicators with their latent variables, which are used to assess the validity and reliability of the model. The structure of the measurement model (external model) determines the nature of the indicators for each latent variable, whether they are reflexive or formative, based on the functional definition of the variable. Measurement model parameters (convergent validity, discriminant validity, composite reliability, and Cronbach's alpha).
3. Systems of equations

- Outer Model - a description of the relationship between latent variables and their indicators; This is also known as external linkage or model measurement. It defines the characteristics of the construct with its manifest variables.
- Inner Model - Based on the substantive research theory, there is a relationship between latent variables (structural model). These relationships are also known as internal relationships. Without loss of generality, latent variables and indicators or manifest variables are assumed to have a unit variance equal to one and a mean of zero. Therefore, the location parameter, or constant parameter, can be omitted from the model.
- Estimate - Parameter estimation or estimation method in PLS is a least squares method. The calculation process is carried out in an iterative manner, where the iteration will stop if a convergent condition has been reached. "Parameter estimation inside PLS includes 3 things, namely: It is weight estimation and Path estimation

4. Goodness of Fit - The measurement model or external model shows how each block of indicators relates to its latent variables. When evaluating measurement models using confirmatory factor analysis, the MTMM approach (Multitrait-Multimethod) should be used, testing convergent and discriminant validity. Reliability testing is carried out in two ways, namely Cronbach's alpha and composite reliability testing.
   - Convergent Validity - The measurement model with reflexive indicators shows a correlation between item/indicator scores and construct scores. A single reflective measure is high if it correlates more than 0.70 with the construct being measured. However, in scale development studies, loadings of 0.50–0.60 are acceptable.
   - Discriminant validity of indicators can be seen in the Cross Loading between the indicator and its construct. If the correlation between the construct and the indicator is higher than the correlation between the indicator and other constructs, this indicates that the latent construct predicts the indicators in its block better than the indicators in other blocks. Another method to evaluate discriminant validity is to compare the square root of the average variance ($\sqrt{AVE}$) extracted for each construct with the correlation between the construct and other constructs based on the model. A model is said to have good discriminant validity if the AVE root of each construct is greater than the correlation between the construct and other constructs. Meanwhile, according to Ghozali and Latan (2015), another test is used to assess construct validity by looking at the AVE value. The model is considered good if it is AVE own construct greater than 0.50.
   - Reliability - Apart from validity testing, model measurements were also carried out to test construct reliability. Reliability test shows the accuracy, uniformity and precision of the device in the measurement structure. In PLS-SEM using SmartPLS 3.0, there are two ways to measure construct reliability with reflex indicators, namely the Cronbach's alpha method and composite reliability. A building is declared reliable if it has a composite reliability value and Cronbach Alpha above 0.70. Structural models or internal models show the relationship or predictive power between latent variables or constructs based on substantive theory.
   - R-Square dan F Square - When estimating the structural model, we first estimate the R-squared of each endogenous latent variable as the predictive power of the structural model. Structural model testing is carried out by looking at the R-squared value which is a test of model suitability. Changes in the R-squared value can explain the influence of certain exogenous latent variables on endogenous latent variables, if they have a significant effect. RS square values of 0.75, 0.50 and 0.25 can be concluded as strong, medium and weak models. Besides that, the F-square test was carried out to determine model suitability. F-square values of 0.02, 0.15 and 0.35 can be interpreted as whether the latent variable predictor has a weak, moderate or high influence at the structural level according to (Ghozali and Latan, 2015).
   - Estimate for Path Coefficients - As a further test, the significance of the influence between variables by testing the coefficient values and statistical significance values of the T-parameters, namely by using the bootstrap method.

4. Results

4.1. Characteristics of Respondents

Respondent characteristics are used to describe the respondent's identity which consists of age, highest level of education and occupation, namely as follows:

Table 3. Result of Demography Profile of Respondents

Demographics	Category	Frequency	Percentage
Age	20 – 39	42	61.8
	40 – 59	26	38.2
Gender	Woman	41	60.3
	Man	27	39.7
Level of education	SD	2	2.9
	High school/equivalent	23	33.8
	DIII	5	7.4
	S1	36	52.9
	S2	2	2.9
Length of work	≤ 15	42	61.8
	>15	26	38.2

Table 3 shows that there are 42 respondents aged 20-39 years, namely 61.8%. This shows that most of the workers at the Department of Cooperatives, SMEs, Industry and Trade of North Penajam Paser Regency are mostly in the productive age group because most of the workers are under 40 years old. Furthermore, the number of respondents with female gender was greater, namely 41 respondents or 60.3%. This shows that the Department of Cooperatives, SMEs, Industry and Trade of North Penajam Paser Regency recognizes the existence of gender equality between men and women where most respondents are women. The number of respondents with education equivalent to a bachelor's degree was the largest, namely 36 respondents or 52.9%. This shows that most employees in the Department of Cooperatives, SMEs, Industry and Trade of North Penajam Paser Regency are employees who have good education. There were 42 respondents aged under 15 years, namely 61.8%. This shows that most workers have a long working life.

4.2. SEM - Partial Least Square

The data analysis technique in this research uses Partial Least Square (PLS). This research has a complex design and a limited sample size, so SmartPLS software was used to analyze the data. According to Jogiyanto (2011), a loading factor above 0.70 is highly recommended in research models, however a load factor of 0.50-0.60 is still acceptable as long as the model is still in the development stage. From Figure 5, there are load factor values below 0.50 so they must be eliminated loading factor which has a value below 0.50 consists of $X_{1.3}$, $X_{1.7}$, $X_{2.7}$, $WITH_1$, $WITH_6$ and Y6. New research model after elimination loading factors those below 0.50 can be seen in the Figure 2 below:
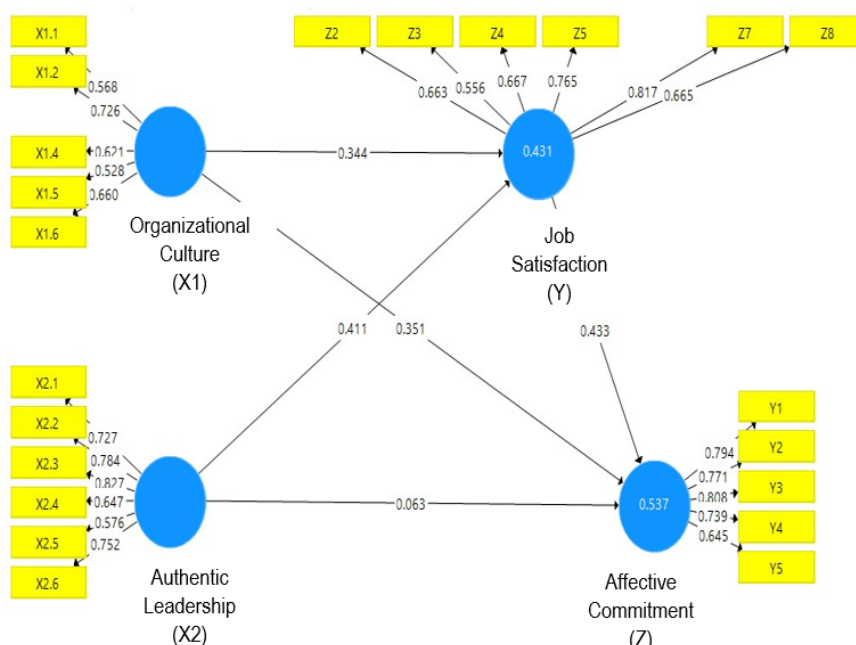

Figure 2. Result of PLS Algorithm After Modifications

Figure 6 captures that all loading factors have a value > 0.50 so this research model can be used to find outer model and inner model.

4.2.1. Measurement Model (Outer Model)

Convergent Validity

Convergent validity is the correlation between indicator scores and construct scores. The convergent validity of the PLS-SEM model can be said to have a loading factor value > 0.6 and an AVE value > 0.5 (Ghozali 2014). A load factor of 0.50-0.60 can still be tolerated as long as the model is still in the development stage. The results of the research model show a loading factor > 0.50 and a significant T-statistic (> 1.96 or p-value < 0.05)." The loading factor values in the model can be seen in Table 4 below.

Table 4. Result for Outer Loadings

Item	Organizational Culture (X1)	Authentic Leadership (X2)	Job Satisfaction (Y)	Affective Commitment (Z)
X1.1	0,568			
X1.2	0,726			
X1.4	0,621			
X1.5	0,528			
X1.6	0,660			
X2.1		0,727		
X2.2		0,784		
X2.3		0,827		
X2.4		0,647		
X2.5		0,576		
X2.6		0,752		
Y2			0,663	
Y3			0,556	
Y4			0,667	
Y5			0,765	
Y7			0,817	
Y8			0,665	
Z1				0,794
Z2				0,771
Z3				0,808
Z4				0,739
Z5				0,645

Table 4 shows the indicators that have a dominant influence on each variable. The indicator that has a dominant influence on organizational culture is indicator $X_{1.2}$ with the value of loading factor highest when compared to other indicators, namely 0.726. The indicator that has a dominant influence on authentic leadership is the X indicator $_{2.3}$ with value of loading factor highest when compared to other indicators, namely 0.827. The indicator that has a dominant influence on job satisfaction is the Z indicator$_7$ with the value of loading factor highest when compared to other indicators, namely 0.817. The indicator that has a dominant influence on affective commitment is the Y indicator$_3$ with the value of loading factor highest when compared with other indicators, namely 0.808." Based on table 12 above, it can be concluded that the convergent validity in this research model has met the requirements.

Constructs Validity and Reliability

Combined reliability tests the reliability of indicators with variables. Change stated reliable if the composite reliability value is above 0.70. (Ghozali 2014). Combined reliability for each variable can be seen in Table 14 below.

Table 5. Result of Composite Reliability

Variable	Composite Reliability	AVE
Organizational culture	0,760	0,390
Authentic Leadership	0,867	0,524

Job satisfaction	0,846	0,482
Affective Commitment	0,867	0,568

Table 5 shows that the combined reliability value meets the requirements above 0.70. Based on the results of external model evaluation and Internally, it can be said that the instruments used in this research are valid and reliable. A model is said to have fairly good discriminant validity if the root AVE of each construct is greater than the correlation between that construct and construct others (Yudha Erlangga 2017). The model is said to be good if the AVE of each construct is > 0.50. The following are the AVE values in this research model". Table 14, it is known that only two variables have AVE values greater than 0.5, while two other variables have values below 0.5. It can be concluded that the convergent validity in this research model has met the requirements.

4.3. Structural Model (Inner Model)

4.3.1. Goodness of Fit Model

Model suitability testing can be seen from the R-squared value of the model. Based on data with SmartPLS 3 Professional, the R-squared value is produced in Table 6.

Table 6. Result of Coefficient Determination (R-square)

Variables	R-square
Job satisfaction	0.431
Affective commitment	0.537

Table 6 shows the R-squared value of the job satisfaction variable of 0.431. This shows that the percentage of variance in job satisfaction explained by organizational culture and authentic leadership is 43.1%, while the remaining 56.9% is explained by other variables outside the variable. research. In addition, the R-squared value of the affective commitment variable is 0.537. This shows that the percentage of variance in affective commitment explained by the variables organizational culture, authentic leadership and job satisfaction is 53.7%, while the remaining 46.3% is explained by the variable other than the research variables". Thus, Q2 Predictive relevance for structural model is Q2 = 0.894. The calculation results predictive relevance amounting to 0.894 or 89.4%. The Q2 quantity has a value in the range 0 < Q2 < 1, the closer it is to 1, the better the model. Thus, this research model can be used for hypothesis testing.

4.4. Hypothesis testing

4.4.1. Direct Effect

After the measurement requirements are met, then continue with the Bootstrapping method with SmartPLS 3. With the bootstrap method (Venegas et al. 2022). The t-statistical test is used to test a hypothesis which aims to test the significance of the total influence of the exogenous variable statistics greater than the t-table value. The T-table value is known at a significance level of 0.050, where there is a total of 68 respondents with a T-stat of > 1.96. The following Table 7 is the result of direct hypothesis testing.

Table 7. Result of Hypothesis Testing (Direct Effect)

Variable	Original Sample	T Statistics	P Values	Decision
Organizational culture (X1) -> Job Satisfaction (Z)	0,344	2,939	0,003	Positive significant
Organizational Culture (X1)-> Affective commitment (Y)	0,351	2,232	0,026	Positive significant
authentic leadership (X2) -> Job satisfaction (Z)	0,411	4,301	0,000	Positive significant
authentic leadership (X) -> Affective Commitment (Y)	0,063	0,494	0,621	Positive not significant
Satisfaction Work (Z) -> Affective Commitment (Y)	0,433	2,697	0,007	Positive significant

Organizational culture and authentic leadership have significant positive relationship with job satisfaction. Also, this study found that organizational culture and satisfaction work have significant positive relationship with affective

commitment. Besides that, this study indicates that authentic leadership does not significant relationship with affective commitment. In addition, this study found that job satisfaction mediates the relationship between authentic leadership and affective commitment. The t-statistical value of the organizational culture on employee job satisfaction is 2.939 with a p-value of 0.003. The t-stat is smaller than the t-table, namely 2.93 > 1.96 and the P Values are smaller than 0.050, namely 0.003 < 0.050. The affective leadership on employee job satisfaction is 4.301 with a p-value of 0.000. The t-stat is greater than the t-table value, namely 4.30 > 1.96, the P Values are smaller than 0.05, namely 0.000 < 0.05. The t-stat of the organizational culture on employee affective commitment is 2,232 with a p-value of 0.026. The t-stat is greater than the t-table, namely 2.23 > 1.96, the P Values are smaller than 0.050, namely 0.026 < 0.050. The t-statistic of the mediation describes job satisfaction is 2.697 and the p-value is 0.007. The measurement results show that the t-stat is greater than the t-table, namely 2.69 > 1.96, the P Values are smaller than 0.050, namely 0.007 < 0.050. In addition, t-stat of authentic leadership on employee affective commitment is 0.494 with a p-value of 0.621. The t-stat is smaller than the t-table, namely 0.49 > 1.96 and the P value is greater than 0.050, namely 0.621 > 0.050.

4.4.2. Indirect Effect

Testing held through comparing the t value obtained by calculating the t statistic with the table t value. The hypothesis is accepted if the t-statistic value is greater than the t-table value. The T-table value can be determined based on a significance level of 0.05, where there are a total of 68 respondents, namely. 1.96. The following table is the result of indirect hypothesis testing.

Table 8. Result of Hypothesis Testing (Indirect Effect)

Variable	Original Sample	T Statistics	P Values	Decision
Organizational Culture -> Job satisfaction -> Affective Commitment	0,149	1,866	0,063	Positive Not significant
Authentic Leadership -> Job satisfaction -> Affective Commitment	0,178	2,203	0,028	Positive Significant

Table 8 shows that the t-statistic value of the organizational culture variable on affective commitment through employee job satisfaction is 1.866 with a p-value of 0.063. The results show that the t-stat is smaller than the t-table, namely 1.86 < 1.96 and the P value is greater than 0.050, namely 0.063 > 0.050. Thus, it can be stated that organizational culture has a positive and insignificant effect on affective commitment through job satisfaction of employees of the North Penajam Paser Regency, Small and Medium Enterprises Cooperatives, Industry and Trade Service. The t-stat of the authentic leadership on affective commitment through employee job satisfaction is 2.203 with a p-value of 0.028. The measurement results show that the t-calculated value is greater than the t-table value, namely 2.20 > 1.96, the P value is smaller than 0.050, namely 0.028 < 0.050. So, it can be concluded that authentic leadership has a positive and significant influence on affective commitment through job satisfaction of employees of the North Penajam Paser Regency Small and Medium Enterprises Cooperatives, Industry and Trade Service.

4. Discussion
4.1. Organizational Culture on Job Satisfaction

The results of the research show that "Organizational Culture has a positive and significant influence on employee Job Satisfaction. This shows that the higher the Organizational Culture, the higher the Organizational Culture is, it always requires employees to be innovative and dare to take risks, expects employees to pay attention to accuracy in carrying out tasks, and pays more attention to employee work results. compared to processes, always paying attention to employee performance and providing assessments, demanding employees complete tasks as a team, and being aggressive in working and not demanding employees work outside the norm, will further increase employee job satisfaction. The results of this research are in line with research conducted according to Reidhead (2020) which states that organizational culture has a positive and significant effect on job satisfaction. Employees who feel satisfied in an organization will works as a competitive advantage. The results of other research, according to Luthans and Avolio (2012), Mittal and Dhar (2015), Belias et al., (2015) state that organizational culture has a positive and significant influence on job satisfaction. The same thing was also stated by Alkadash (2020), Zhou et al., (2020) who stated that organizational culture has a positive and significant effect on job satisfaction.

4.2. Organizational Culture on Affective Commitment

Research results show that Organizational Culture has a positive and significant influence on employee Affective Commitment. This shows that the higher the Organizational Culture is by requiring employees to be innovative and dare

to take risks, paying attention to accuracy and results in tasks, paying attention to employee performance and providing assessments of work results, demanding employees to complete tasks aggressively and working as a team, and not demanding employees work. outside of the norm, it will further increase Employee Affective Commitment. The results of this research are not in line with Natalia Achmad & Djamil Mz (2022). In their research they state that Organizational Culture does not have a significant influence on a person's Organizational Commitment. This is different from the results of research that according to Luu & Phan (2020) and Azizollah et al., (2015) who state that organizational culture can influence commitment positively and significantly, so that increasing culture in an organization can also increase commitment to the organization, where someone who is already committed to an Organizational Culture will be increasingly committed to its Organization. Suradi (2019) stated that Organizational Culture has a positive and significant influence on Affective Commitment.

4.3. Leadership Authentic to Job Satisfaction

This research shows that Authentic Leadership has a positive and significant effect on employee job satisfaction. The results of this research show that the higher the level of Authentic Leadership through the presence of leaders who always provide information honestly and treat employees fairly, leaders listen carefully to the views of different employees and show empathy towards employees and encourage employees to express their opinions, leaders who always believe employees and giving full confidence in the results of the employees' work, this will further increase the Job Satisfaction of Employees of the Small and Medium Enterprises Cooperatives, Industry and Trade Department of North Penajam Paser Regency. Job Satisfaction and Management are the most important Factors that influence overall organizational performance. Communication with superiors and participation of subordinates when making decisions greatly influences employee satisfaction. Managers who know how to apply appropriate leadership can satisfy subordinates in such a way that employees can be active in their work to always innovate to develop employee performance. The results of the research above can be drawn as a common thread in efforts to increase job satisfaction through participative management. The influence of leadership on job satisfaction can be explained through empirical studies, research conducted by Malik, et al., (2020), Kuswati (2020), Muslichah and Asrori (2018) states that leadership has a positive and significant influence on job satisfaction. Research conducted by Khan et al., (2019) and Terefe and Tadese (2019) also shows that Authentic Leadership has a positive and significant influence on Job Satisfaction. The results of this research are in line with the results of research conducted by Sagala (2021) shows that Authentic Leadership has a significant positive influence on Job Satisfaction. Other research conducted by Zhou et al. (2020) shows that Job Satisfaction can be influenced by Authentic Leadership. Authentic Leadership is A high level can make employees have a high level of work engagement and job satisfaction.

4.4. Authentic Leadership on Affective Commitment

This research shows that Authentic Leadership has a positive and insignificant effect on Affective Commitment. This shows that with the increasing increase in Authentic Leadership through Leaders who always provide information honestly and treat employees fairly, leaders can listen carefully to the opinions and views of employees and encourage each employee to be able to express different opinions and leaders who always fully trust their subordinates regarding the results that employees have worked on, will not be able to increase the Affective Commitment of Employees of the Small Business Cooperative Service Medium Industry and Trade North Penajam Paser Regency. A leader who has good authentic leadership can create employee emotional attachment and employee involvement in the workplace (Handayani and Heri (2022). Employees who have strong Affective Commitment will continue to work in the organization because they want to contribute to achieving positive things as organizational goals. The results of this research are not in line with the results of research conducted by Handayani and Heri (2022) and Bakari and Hunjra (2017) which show that Authentic Leadership has a positive and significant influence on Affective Commitment. Meanwhile, according to Batra and Rastogi (2023) also stated the same thing in their research, namely that Authentic Leadership has a positive and significant influence on Affective Commitment, according to Hidayati et al. (2022) explained that when employees feel real leadership from the leader, emotional bonds they will become stronger. This means being an Authentic leader behave in accordance with moral principles, values and beliefs can influence the emotional bond that employees have towards the organization where they work.

4.5. Job Satisfaction on Affective Commitment

The results of this research indicate that Job Satisfaction has a positive and significant effect on Affective Commitment. This shows that the higher the employee's job satisfaction through the tasks received, the opportunity to learn through the tasks received, colleague work that has good competence in its field, mutual support with co-workers in completing tasks as a team, leaders who always provide feedback on performance and provide opportunities to develop employees' careers as well as mutual interaction with co-workers and emotional support with co-workers , it

will further increase the Affective Commitment of an employee of the North Penajam Paser Regency, Small and Medium Enterprises Cooperatives, Industry and Trade Service. This finding is in line with research by Mustafa et al., (2016) which states that there is a positive and significant relationship between job satisfaction and affective commitment. The components that have the highest correlation with affective commitment are salary, benefits, fair treatment, opportunities to develop career and supervision. Meanwhile, according to Luu and Phan (2020), Batra and Rastogi (2023), Mittal and Dhar (2015), and Walumbwa et al. (2008) stated that affective commitment is positively and significantly influenced by job satisfaction.

4..6. Organizational Culture on Affective Commitment through Job Satisfaction

The results of this research indicate that Organizational Culture has a positive and insignificant effect through job satisfaction on employee Affective Commitment. This shows that employee job satisfaction cannot mediate the influence of Organizational Culture on the Affective Commitment of Employees of the Small and Medium Enterprises Cooperatives, Industry and Trade Service of North Penajam Paser Regency. The results of this research show that the influence of Job Satisfaction is through the tasks that have been received, opportunities to learn, having colleagues who are competent in their fields, employees can learn from the tasks received, employees who operate according to their respective competencies, supporting each other in completing tasks as a team, leaders who can provide feedback on employee performance and can provide opportunities to develop employee careers. Employees can interact outside the office and provide emotional support to each other among colleagues but cannot mediate the influence of Organizational Culture on Affective Commitment. The results of this research are not in line with research conducted by Terefe and Tadese (2019) show that job satisfaction can mediate the influence of organizational culture on employee affective commitment. Serpian et al., (2016) show that organizational culture and job satisfaction have a positive and significant influence on affective commitment. The results of research conducted by Mustafa et al. (2016) stated that job satisfaction can mediate the influence of organizational culture on affective commitment.

4.7. Authentic Leadership on Affective Commitment through Job Satisfaction

This research shows that Authentic Leadership has a positive and significant effect on Affective Commitment through Job Satisfaction, this shows that job satisfaction can increase the influence of Authentic Leadership on Affective Commitment. The existence of higher employee job satisfaction will further increase the influence of Authentic Leadership on the Affective Commitment of employees of the Small and Medium Enterprises Cooperative Service, Industry and Trade, North Penajam Paser Regency. The results of the research show that Authentic Leadership can increase Affective Commitment which is mediated by Job Satisfaction through employees accepting challenging tasks, employees having the opportunity to learn, having colleagues who are competent in their fields, supporting each other with the team, leaders who provide feedback on employee performance and providing career opportunities , interact with each other and get emotional support with colleagues. Authentic Leaders who can build good relationships that lead to positive results such as employee engagement, employee intention to stay, organizational commitment and Job Satisfaction (Hassan and Ahmed, 2011). The results of research conducted by Rukh, Shahrukh, and Iqbal (2018), Alkadash (2020) and Venkatesh (2019) state that authentic leadership indirectly influences positive and meaningful organizational commitment through job satisfaction. Pradipto and Chairiyati's (2021) found that authentic leadership and job satisfaction have an impact on organizational commitment.

5. Conclusions

This study concludes that organizational culture has a positive and significant effect on employee job satisfaction. This means that the better the implementation of organizational culture, the more it will be able to encourage employee job satisfaction. Organizational culture has a positive and significant effect on employee affective commitment, this can mean that improving organizational culture is able to encourage employee affective commitment. Authentic leadership has a positive and significant effect on employee job satisfaction. This means that authentic leadership is able to encourage employee job satisfaction. Authentic leadership has a positive but not significant effect on employee affective commitment, this can mean that authentic leadership has not been able to encourage employee affective commitment. Job satisfaction has a positive and significant effect on employee affective commitment, this means that increasing job satisfaction can encourage employee affective commitment. Organizational culture does not have a significant effect on affective commitment through employee job satisfaction, this can mean that increasing organizational culture mediated by employee job satisfaction is not able to encourage employee affective commitment. Authentic leadership has a positive and significant effect on affective commitment through employee job satisfaction. This means that increasing authentic leadership mediated by employee job satisfaction can encourage employee affective commitment. In this research, the data collection process, the information provided by respondents through questionnaires sometimes does not show the respondents' true opinions, this occurs due to differences in thoughts, assumptions and

different understandings for each respondent, as well as other factors such as the honesty factor in filling in the respondents' opinions in the questionnaire.

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