



IJSDP

- > About
- > Aims and Scope
- > Editorial Board
- > Instructions for Authors
- > Article Processing Charge
- > Publication Ethics



International Journal of Sustainable Development and Planning

2020 CiteScore 1.7

- ISSN: 1743-7601 (Print); 1743-761X (Online)
- Indexing & Archiving: Scopus, SCImago (SJR), Dimensions, CAB Abstracts (CABI), Zetoc, MIAR, EBSCOhost, Publons, ScienceOpen, Google Scholar, CrossRef, Portico, Microsoft Academic, CNKI Scholar, Baidu Scholar
- Subject: Environmental & Earth Sciences



Username tetrahidayati_1968

Password

Remember me

LOGIN

Journal Content

All

Search

Browse

International Journal of Sustainable Development and Planning

Home / Login

Username *

Password *

[Forgot your password?](#)

Keep me logged in

[Register](#)

International Journal of Sustainable Development and... English View Site tetrahidayati_1968

OJS OPEN JOURNAL SYSTEMS

Submission Library View Metadata

How authentic leadership promotes job performance? The mediating role of organizational climate
Tetra Hidayati, Assoc. Prof. (Dr), Zainal Ilmi, Dr., Jati Kasuma, Assoc. Prof...

Tasks 0

Submissions

Submission Review Copyediting Production

Round 1

Round 1 Status
Waiting for reviewers to be selected.

Review Discussions [Add discussion](#)

Name	From	Last Reply	Replies	Closed
No Items				

ijjdp

Aktif

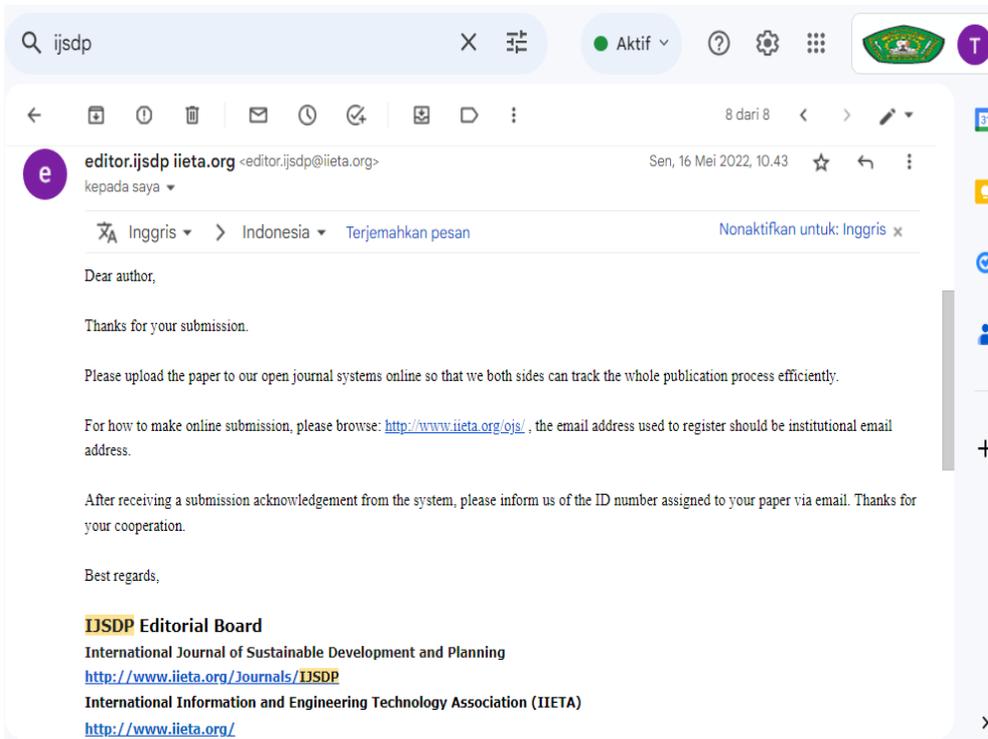
8 dari 8

Submission of manuscript Eksternal Kotak Masuk x

Tetra Hidayati <tetra.hidayati@feb.unmul.ac.id> kepada editor.ijjdp
Jum, 13 Mei 2022, 11:10

Satu lampiran • Dipindai dengan Gmail

IJSDP Template.d...



Tetra Hidayati <tetra.hidayati@feb.unmul.ac.id>

17 Mei 2022, 00:22

kepada editor.ijsdp

Dear editors, we have registered in OJS and submitted the script. However, it has not received any information and review process by the editor. Ask for your wisdom and wait for a positive response in the future.

Best wishes,

Dr. Tetra Hidayati



Balas Teruskan

revise your manuscript submitted to IJSDP Eksternal Kotak Masuk x

editor.ijsdp iieta.org kepada saya Sei, 7 Jun 15.34 (15 jam yang lalu)

Dear author,

Thank you for contributing your paper to INTERNATIONAL JOURNAL OF SUSTAINABLE DEVELOPMENT AND PLANNING!

- Please revise your paper according to the attached comments.
- Highlight the revised parts in the final version of your paper and give a response according to review comments.
- Please typeset your paper according to template.

To ensure fast publication of your paper, please return your revised manuscript and answers to all queries to this email before **22 June, 2022**. Thus, we have enough time to process your manuscript in the next step. For further assistance, please do not hesitate to contact us via this email.

We would like to take this opportunity to thank you for choosing *International Journal of Sustainable Development and Planning* as your publishing medium and hope that we will receive further submissions from you in the future.

Best regards,

IJSDP Editorial Board
International Journal of Sustainable Development and Planning
<http://www.iieta.org/Journals/IJSDP>
International Information and Engineering Technology Association (IIETA)
<http://www.iieta.org/>

Peer review of manuscript

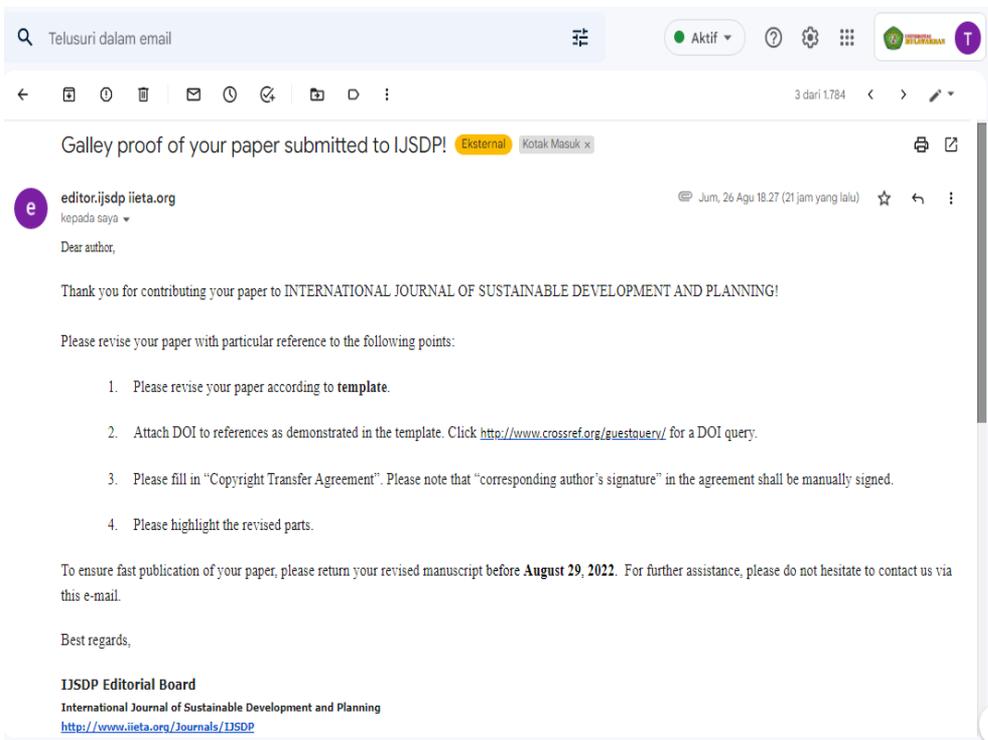
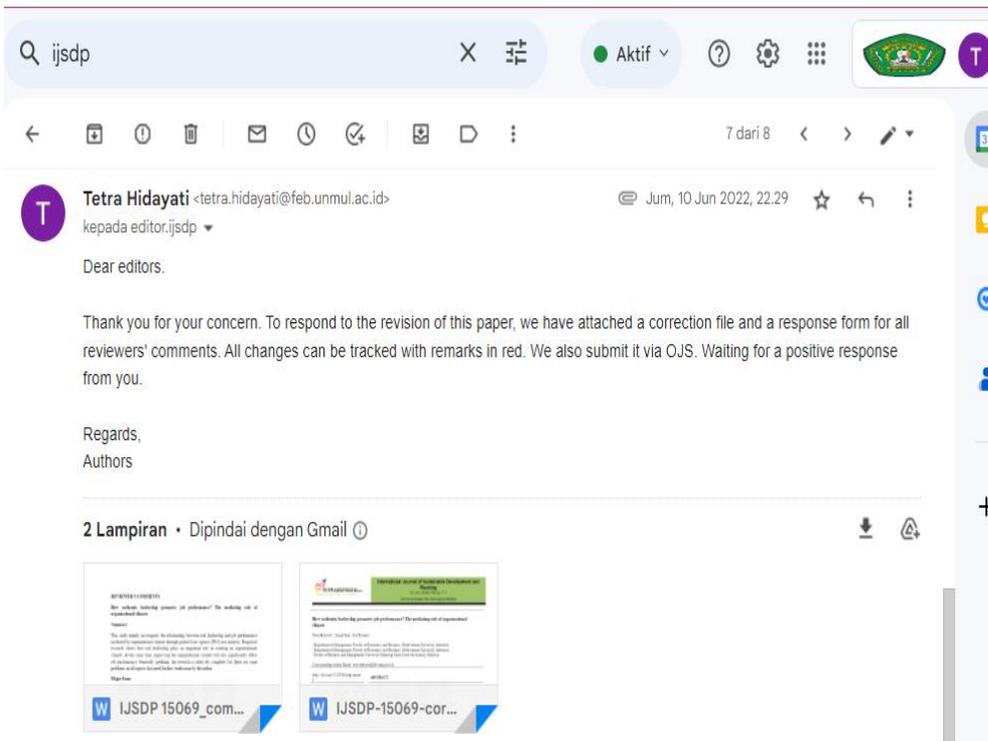
Participants [Edit](#)

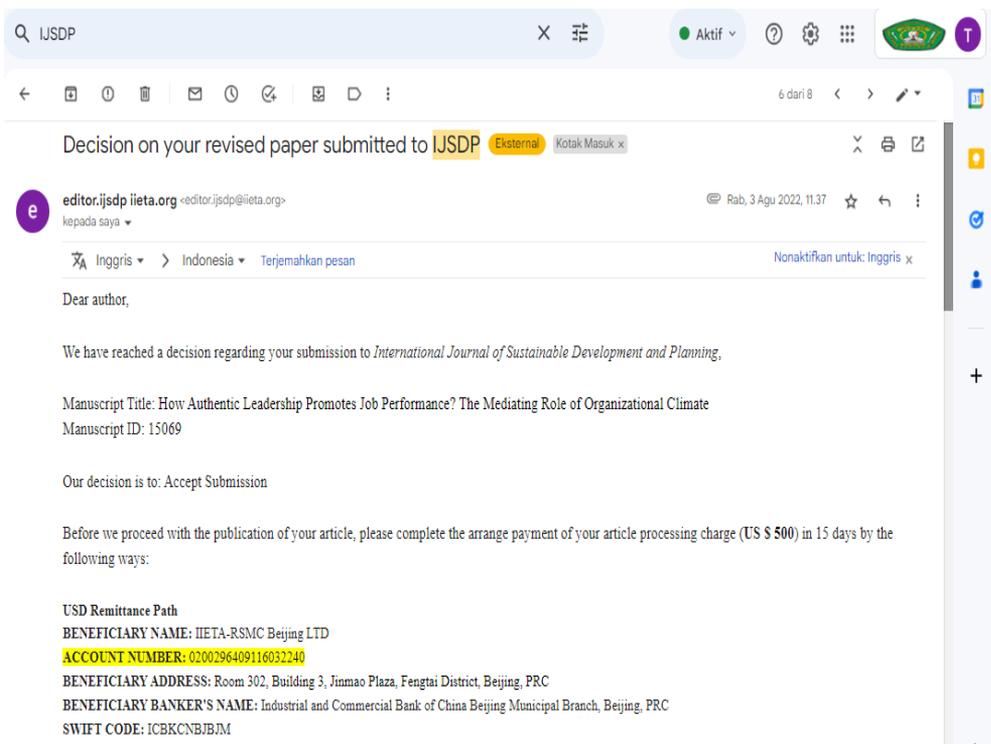
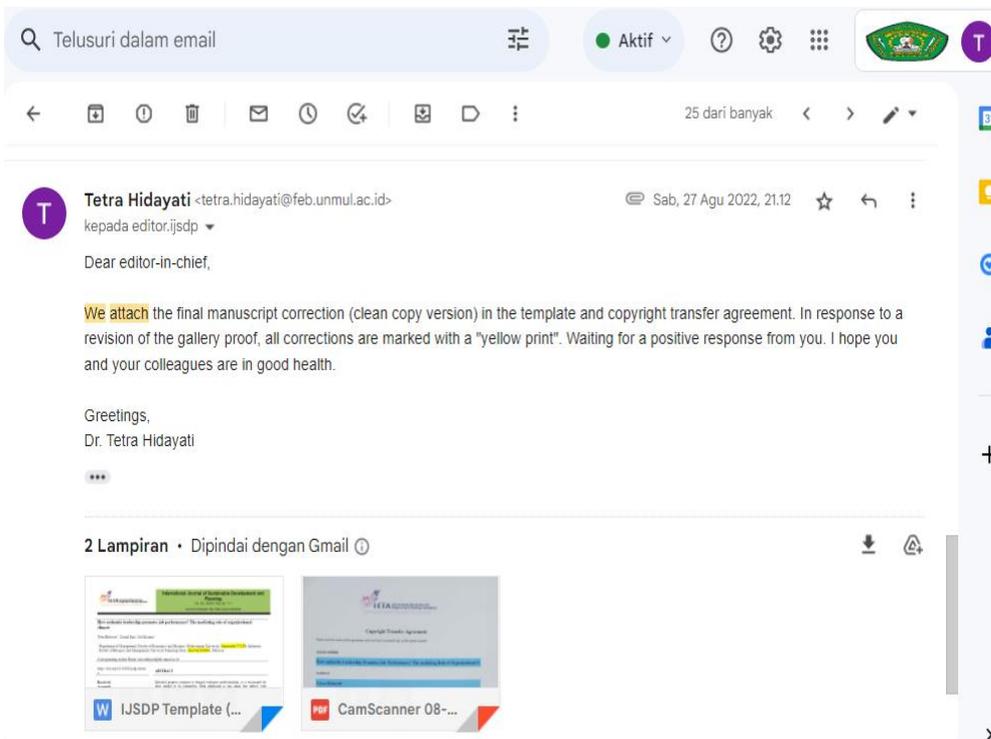
vivienne liu (zyl)
Dr. Tetra Hidayati, Mr. (tetrahidayati_1968)

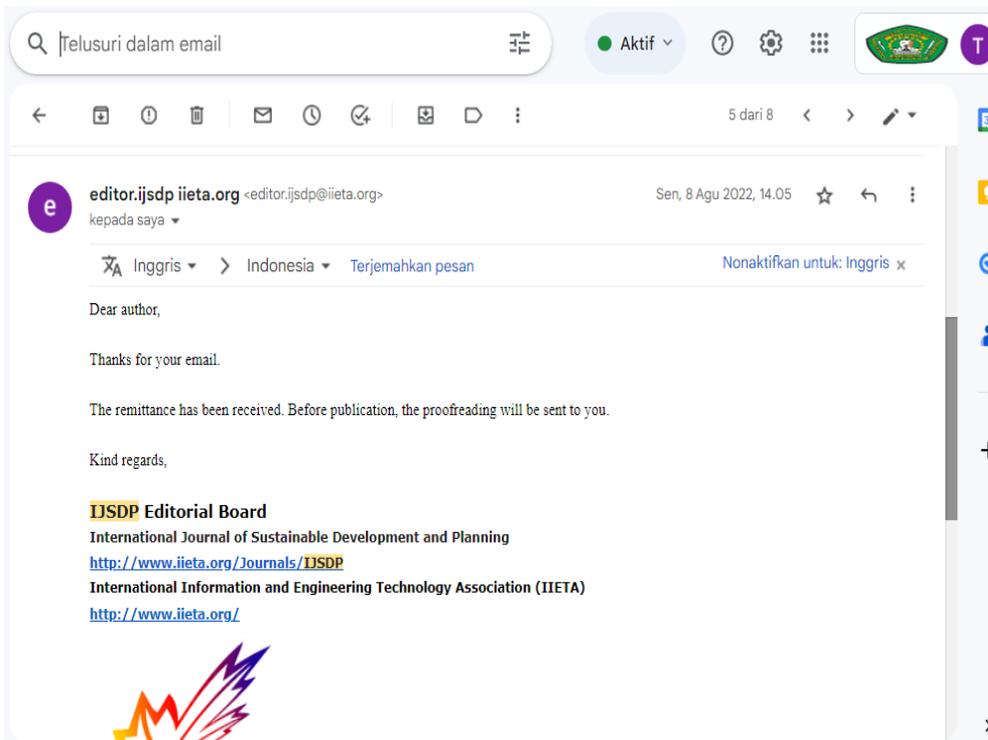
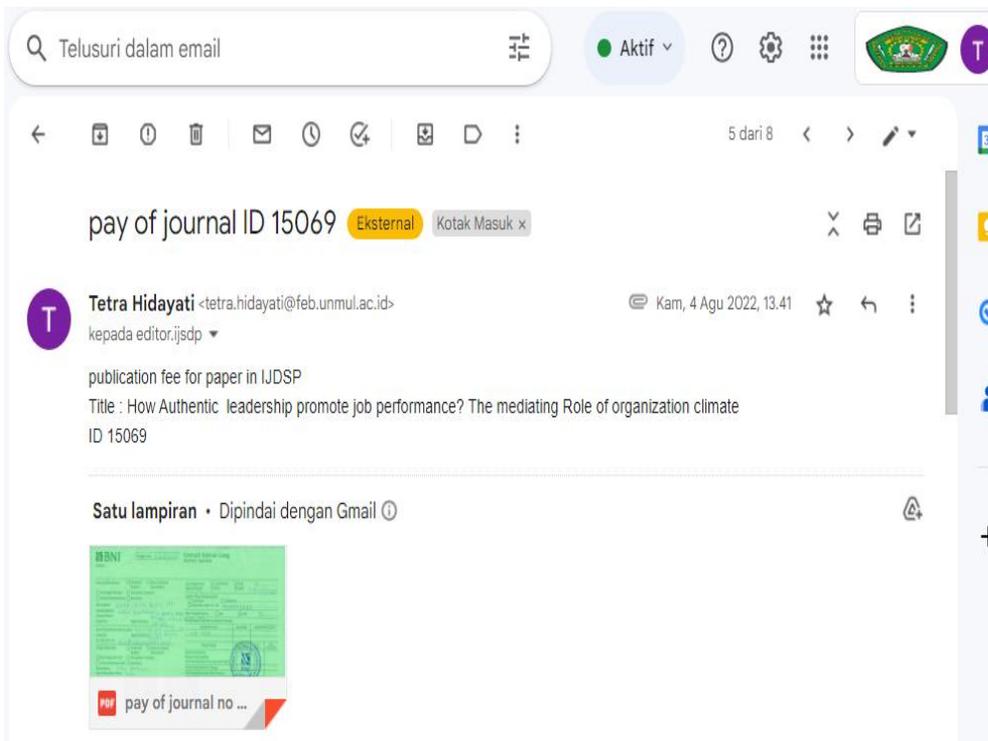
Messages

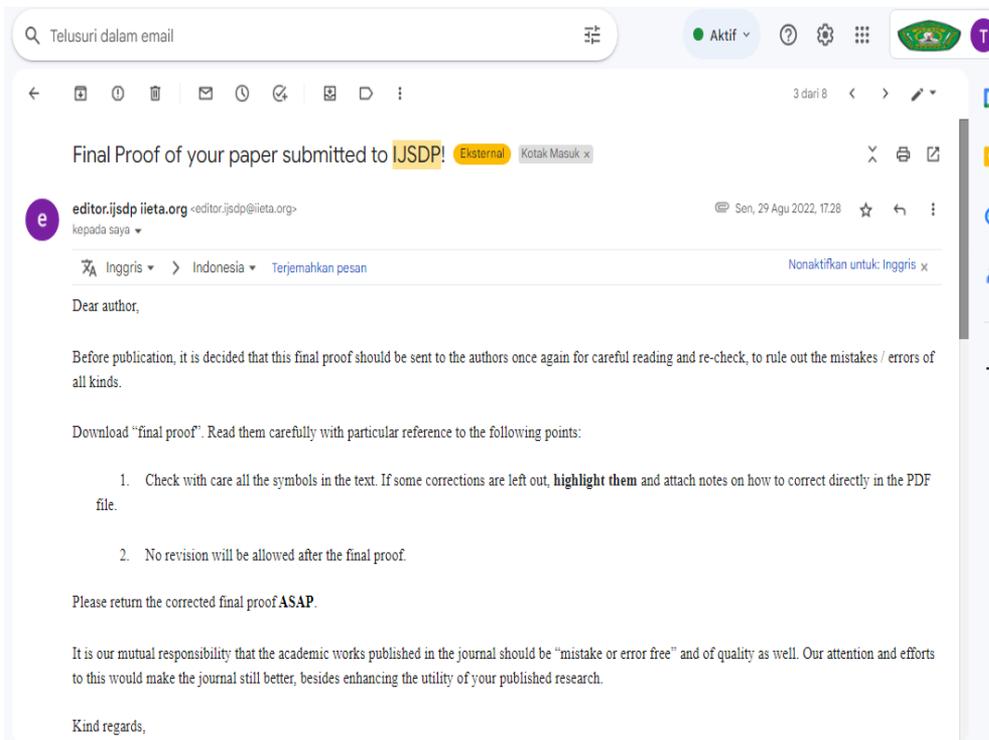
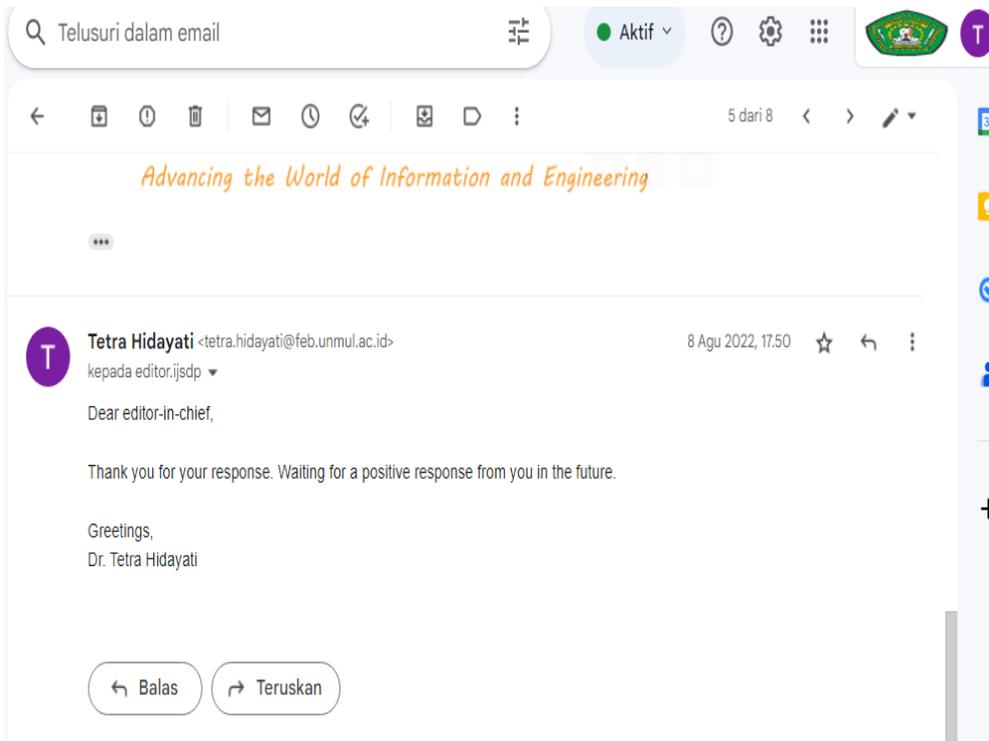
Note	From
Dear editors. Thank you for your concern. To respond to the revision of this paper, we have attached a correction file and a response form for all reviewers' comments. All changes can be tracked with remarks in red. Waiting for a positive response from you. Regards, Authors	tetrahidayati_1968 Jun 10
tetrahidayati_1968, Author, IJSDP-15069-corrections.docx	
tetrahidayati_1968, Author, IJSDP 15069_comments & response.docx	

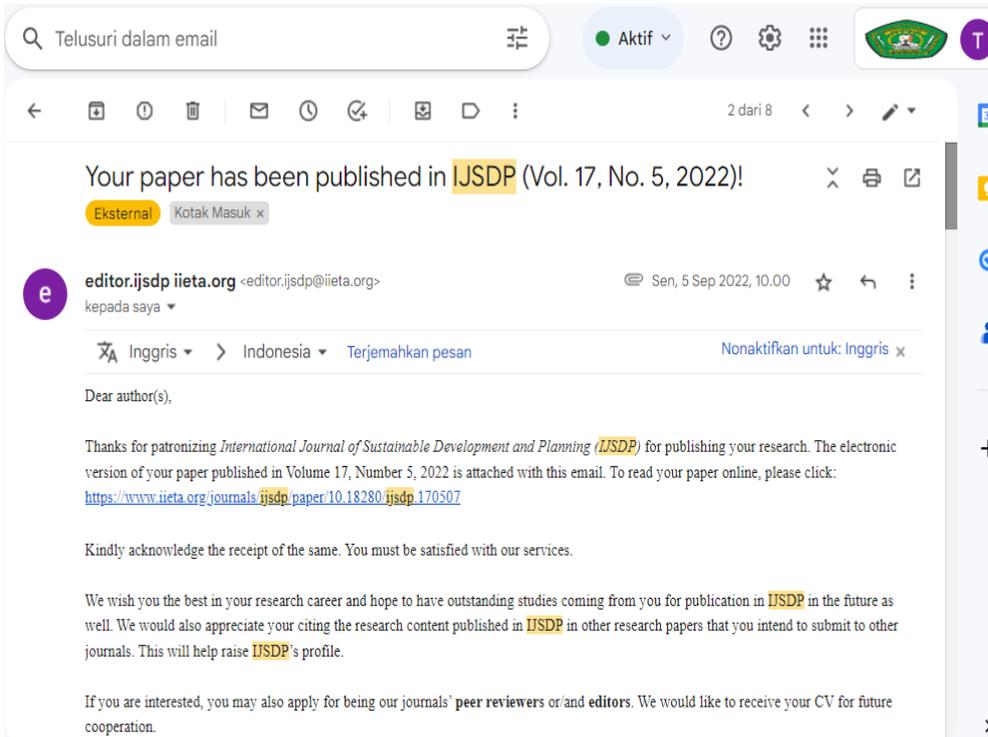
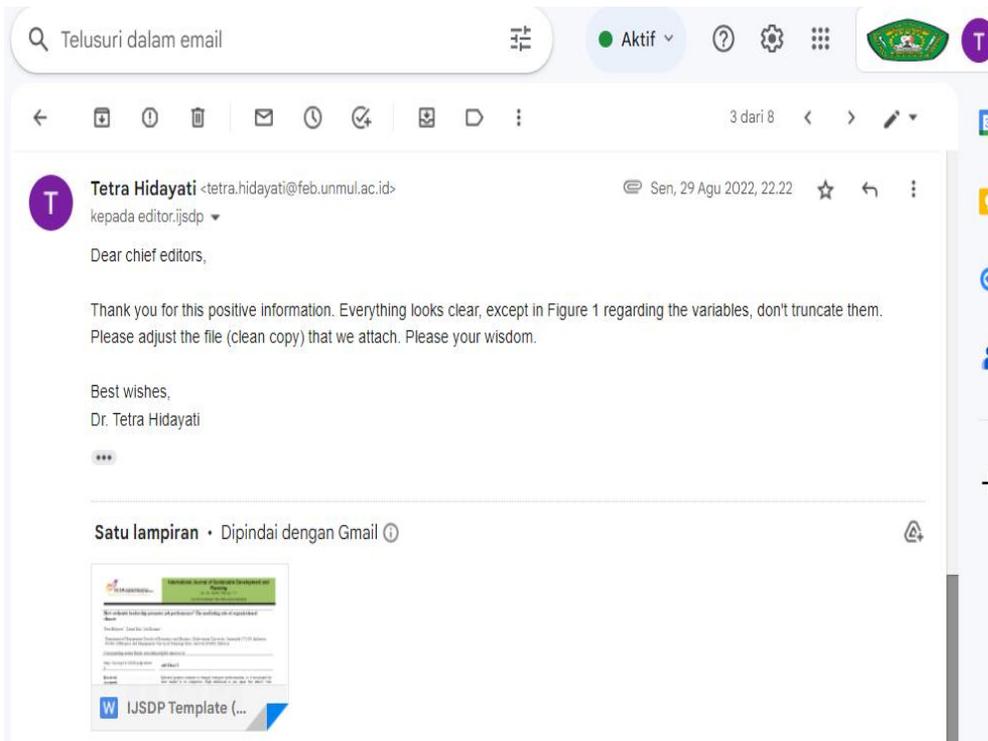
Add Message











- IJSDP**
- > About
 - > Aims and Scope
 - > Editorial Board
 - > Instructions for Authors
 - > Article Processing Charge
 - > Publication Ethics
 - > Submission
 - > Current Issue
 - > Archive
 - > Citation List

How Authentic Leadership Promotes Job Performance? The Mediating Role of Organizational Climate

Tetra Hidayati* | Zainal Ilmi | Jati Kasuma
 Corresponding Author Email: tetra.hidayati@feb.unmul.ac.id
 Page: 1431-1440 DOI: https://doi.org/10.18280/ijsdp.170507
 Received: 10 April 2022 Revised: 26 July 2022 Accepted: 3 August 2022 Citation
 Available online: 31 August 2022



DOWNLOAD PDF
 OPEN ACCESS

Abstract:

Industrial progress continues to demand workspace professionalism, so it encouraged the labor market to be competitive. High enthusiasm is one signal that reflects work productivity. This work orientation is to investigate the relationship between authentic leadership and job performance mediated by organizational climate. The sample method collects the entire population, which is focused on 159 employees who work at PT. Pure Original Plywood (Kalamur) in Samarinda City. The analytical approach was tested using Partial Least Square (PLS). The empirical findings validate that authentic leadership plays an important role in building organizational climate. Meanwhile, improvement in organizational climate also has a significant effect on work performance. Interestingly, authentic leadership does not have a significant effect on job performance, but through the application of organizational climate, the effect is significant. Further implications focus on organizational climate, where the key to success in stimulating job performance is emphasizing rewarding according to their achievements. In practice, this paper also verifies that an excellent organizational climate as a concrete condition creates authentic leadership.

Keywords:

employee resources, manufacturing company, PLS, Samarinda



Author Search Sources ? Create account Sign in

Source details

Feedback > Compare sources >

International Journal of Sustainable Development and Planning

Scopus coverage years: from 2006 to Present

Publisher: International Information and Engineering Technology Association

ISSN: 1743-7601 E-ISSN: 1743-761X

Subject area:

Source type: Journal

View all documents > Set document alert Save to source list Source Homepage

CiteScore 2020 1.7

SJR 2020 0.290

SNIP 2020 0.721

International Information & Engineering
Technology Association
#2020, Scotia Place Tower One, 10060 Jasper Avenue, Edmonton,
AB T5J 3R8, Canada
Tel: +1 780 218 9926; Fax: +1 780 341 0600
www.ieta.org



Acceptance Letter

International Journal of Sustainable Development and Planning

August 3, 2022

Tetra Hidayati

Department of Management, Faculty of Economics and Business,
Mulawarman University,
Samarinda, Indonesia

Dear Tetra Hidayati, Zainal Ilmi, Jati Kasuma,

MS: How Authentic Leadership Promotes Job Performance? The Mediating Role of Organizational Climate

I am pleased to inform you that as per the recommendation of the editorial board, your above-mentioned manuscript has been accepted for publication in International Journal of Sustainable Development and Planning (ISSN 1743-7601).

Please note the following points, and ensure compliance:

- 1) Page Proofs of your paper will also be sent to you for minor corrections and approval.
- 2) Provide us with your E-mail ID for future correspondence.
- 3) Provide complete postal address with correct postal-code.
- 4) The corresponding author would receive a PDF of the published paper.
- 5) If your paper is found with plagiarism content after the release of Acceptance Letter, it will not be published in the Journal.

It is recommended that you cite this and other published works from International Information and Engineering Technology Association (www.ieta.org) in your papers to be published in other journals.

Yours sincerely,

Date: August 3, 2022
Place: Edmonton, Canada



How authentic leadership promotes job performance? The mediating role of organizational climate

Tetra Hidayati^{1,*}, Zainal Ilmi², Jati Kasuma³

¹ Department of Management, Faculty of Economics and Business, Mulawarman University, Indonesia

² Department of Management, Faculty of Economics and Business, Mulawarman University, Indonesia

³ Faculty of Business and Management, Universiti Teknologi Mara (Sarawak branch), Malaysia

Corresponding Author Email: tetra.hidayati@feb.unmul.ac.id

<https://doi.org/10.18280/ijstdp.xxxxxx>

ABSTRACT

Received:

Accepted:

Keywords:

employee resources, manufacturing company, PLS, Samarinda,

~~The industrial world continues to demand the professionalism of the workforce, so that the labor market is certainly competitive and enthusiastic about advancing work productivity. It made this work to investigate the relationship between authentic leadership and job performance mediated by organizational climate. The cross-section method focused on a sample of 259 employees working at PT. Pure Genuine Plywood (Kalamur) in Samarinda City. We tested the analytical approach with Partial Least Square (PLS). Empirical findings validate that authentic leadership plays a significant role in building organizational climate. Meanwhile, improving the organizational climate will also significantly affect job performance. Interestingly, authentic leadership does not have a significant impact on employee job performance, but through the application of organizational climate, the effect is significant. Further implications focus on organizational climate, where studying the emphasis on job performance to stimulate employee performance is a key to success. Industrial progress continues to demand workspace professionalism, so it encouraged the labor market to be competitive. High enthusiasm is one signal that reflects work productivity. This work orientation is to investigate the relationship between authentic leadership and job performance mediated by organizational climate. The sample method collects the entire population, which is focused on 159 employees who work at PT. Pure Original Plywood (Kalamur) in Samarinda City. The analytical approach was tested using Partial Least Square (PLS). The empirical findings validate that authentic leadership plays an important role in building organizational climate. Meanwhile, improvement in organizational climate also has a significant effect on work performance. Interestingly, authentic leadership does not have a significant effect on job performance, but through the application of organizational climate, the effect is significant. Further implications focus on organizational climate, where the key to success in stimulating job performance is emphasizing rewarding according to their achievements. In practice, this paper also verifies that an excellent organizational climate as a concrete condition creates authentic leadership.~~

1. INTRODUCTION

Overall, company performance highly depends on job performance [1]. Therefore, employees become the backbone of an organization in order to generate large profits. Organizational performance is also vital for management and organization, so it is hoped that it will encourage employee performance. Employee performance is the focus, so that the company's business continues to grow [2]. When planning, monitoring and evaluation aspects are integrated with each other, it will align them with the organization's strategy, where the final output is employee performance.

Over the last few decades, the element of leadership has become the backbone to determine the existence of the organization. The prosperity of an organization is closely related to employees. The role of the leader is always highlighted, because this is the key to selecting employees who contribute well to the company's values. Without

ignoring the dimensions of leadership. Position is a transmission that is a common part of organizational performance [3]. The organization will work hard to ensure that a leader can support employee performance.

Leadership transactions often lead to new opportunities that are authentic or known as 'authentic leadership' [4]. They orient this leadership character to help organizational performance [5]. However, in reality, employees actually do not prioritize the company [6]. They cannot express their performance, as required by the company. This becomes a dilemma which leads to the target not running optimally.

The presence of a global pandemic (such as Covid-19), reduces the slowdown in company growth in all fields. This situation requires them to try their best to maintain the viability of the company [7, 8]. Apart from highlighting the essence of productivity, they are also asked to pay attention to the virus transmission prevention procedures through strict health protocol policies. Although the realization of the

Comment [i-1]: Summary

This study mainly investigates the relationship between real leadership and job performance mediated by organizational climate through partial least squares (PLS) test analysis. Empirical research shows that real leadership plays an important role in creating an organizational climate. At the same time, improving the organizational climate will also significantly affect job performance. Generally speaking, the research is relatively complete, but there are some problems in aspects that need further verification by the author.

Major Issue

The biggest problem of this paper is that the data sample size is not consistent in the text, which will cause readers to doubt the authenticity and reliability of the data sample. Finally, I hereby encourage the author to make major revisions.

Response: All suggested directions and revisions have been clearly fixed.

Comment [i-2]: The summary focuses on the findings and conclusions of the study, but the author's language is not academic and concise enough, and there is some overlap in the content. The introduction of the research background has little correlation with the research itself.

Response: The correlation between words and sentences is connected by the content of the paper. Improvements are implemented thoroughly.

Comment [i-3]: The introduction of this study is more theoretical at the beginning, but it is more recommended to combine with reality as the starting point of the paper.

Response: The starting points and phenomena in the objectivity of the study sharpen the framework of the paper, and also contribute (see paragraph 10).

company's activities was hampered, performing the employees remains the main thing.

The journey of the organizational climate can run smoothly even though it is hit by a pandemic, as long as the routine for paying employee compensation and salaries is uncertain. Indeed, in practice, employees feel uneasy because they must implement bridging procedures that are far more complicated than the previous normal period [9]. On the one hand, work support equipment is inadequate compared to the number of employees, so that recent problems arise, namely rule violations and the risk of non-compliance, which are often ignored by them.

-The basic concepts in understanding authentic leadership and organizational climate were popularized by Calderon-Mafud & Manuel Pando-Moreno [10], Ulfa et al. [11], Wu & Xu [12], Munyaka et al. [13], and Sainz et al. [14]. On the same occasion, an authentic leadership model acts in growing the organizational climate. Even though the era of disruption creates job competition, becoming a shining organization still requires an authentic leadership character. The motive in the psychological capital that is built up in the workplace indirectly strengthens the organizational climate, where leadership standards are at stake. If the two of them do not find a match, then the opportunity for organizational management failure is unavoidable. The logical consequence is also detrimental to the welfare of employees.

This disruption becomes a drastic job that is detrimental to the company. Therefore, they need to change their strategy even though production results are less stable. The significant obstacles that are often faced are regulations, such as changing regulations tightening. In fact, they often disrupt export destination countries due to delays in the delivery of goods, which affects the decline in the company's cash flow [40][5]. The company will take steps through changing the work pattern system. For example, it divided the shift work policy into part-time. They must provide concrete solutions so that employees can still work optimally.

Recently, the interaction between authentic leadership and job performance was discussed. From an employee-centered perspective, the organizational chain relies on authentic leadership. With psychosocial mechanisms, it guides workers' emotions towards the organization. Sequentially, this model draws the attention of workers to increase affective capacity. At the cusp of organizational strategies that facilitate authentic leadership styles to meet the needs of employees, stimulating their satisfaction and long-term alternative solutions [16, 17, 18]. Ayca [19] emphasized that, in managerial principles, authentic leadership is positively related to skills and job satisfaction as an effort to influence job performance.

Disappointment, where employees' freedom to innovate, is still hampered because of the creative element of the leader himself often marked the actual phenomenon of authentic leadership. This condition requires a leader who can bring a more conducive work situation. Company productivity can be well directed if the organizational climate can maintain consistency and control employee performance [4+20, 21+2, 22+3].

The reality in PT. Kalamur was cornered on a performance failure, which frustrated management. In the case study, the backwardness of the organization triggers new polemic in building a positive atmosphere. Fundamental essence does not support as long as the reputation of the organization and job performance are always contradictory, then leadership is

constantly being tested. Harmonious leadership must bridge the internal crisis between employees and organizational attributes. They need further action on the role of organizational climate in creating authentic leadership and job performance. The contribution of this research produces theoretical and practical ideas on resource management involving employees in the engineering department at PT. Kalamur Samarinda Branch. We summarize the structure of the paper into five points (introduction, theoretical background and hypotheses, methodology and database, results, discussion, and conclusions).

2. THEORETICAL AND HYPOTHESES

2.1 Authentic leadership – organizational climate

Qureshi & Hassan [423] and Walumbwa et al. [4524] claim that the concept of authentic leadership is quite complex and often causes controversy to understand and assess the responsibility that ideally attaches to a leader, where their leadership and ethical roles are highlighted. At least, [4625] shows that behavioral patterns in leaders who promote and use the capacity of a positive ethical and psychological climate will bring about big changes. Authentic leadership characteristics will encourage them to compete through self-development, collaboration with followers, revitalizing relational transparency, balancing information processing, and improving the internalization of moral perspectives.

In particular, [47-Tak & Roh [26] reviewed the correlation between authentic leadership and organizational climate. Authentic leadership will emphasize and act as a role model for positive growth elements, so that it also affects employee behavior positively. In addition, it also stimulates them to manage themselves wisely. Climate antecedents will point to a climate-changing intervention to concentrate on leadership. For this reason, the first hypothesis is scenario:

H1: *authentic leadership significantly affects organizational climate.*

2.2 Authentic leadership – job performance

Efforts to synergize and be responsible for the tasks assigned to each job judge individual success. Then, this becomes the meaning and limitation on the meaning of performance [4827]. If employee performance is a measure of organizational productivity, then their track record will describe the organization's performance complexly. In this phase, the primary determinant of organizational progress is individual work, thus affecting organizational targets [4928, 2029].

Leadership reflects the contribution to the company's efforts to achieve goals. Several empirical studies have proven that leadership is successful in reforming organizational and employee goals through mutually designed and agreed regulations [24-30, 31-22, 32-23].

These ideal conditions seem to be a formidable task if there is serious negligence, thus requiring a more conducive leadership character. This edition implies authentic leadership that emphasizes the psychological side, such as behavioral patterns in leadership, as a catalyst for self-awareness [2433]. This is a wonderful transformation to combine psychological capacities, use a balance of

Comment [i-6]: The introduction of this paper can emphasize the practical significance of the research.

Response: The motivations and significant motivations of the research are described in 10th paragraph.

Comment [i-4]: The explanation of some basic concepts in the study may not be clear enough. For example, key concepts such as real leadership and organizational climate.

Response: Linked in paragraph 6.

Comment [i-5]: This paper does not have a systematic research review, but combines research review with the introduction. However, the introduction is more inclined to the background introduction, and there is no logical introduction to the relevant theories such as leadership and employee performance.

Response: A theory that integrates leadership and employee performance is developed in paragraph 8.

information processing, and transparent relational leadership [2534]. It highlighted the second hypothesis as follows:

H2: *authentic leadership significantly affects job performance.*

2.3 Organizational climate – job performance

As long as management practices control human resources, organizations, and the environment, the organizational climate can describe the atmosphere and assess organizational members [2635]. The essence is to stimulate them to behave rationally, so that collectively it will affect performance and motivation. If it is performance that encourages the contribution and desire of organizational employees to improve the organizational climate, then the pressure becomes a comfortable alternative [2736]. They will be proud to be members of an organization that connects the organization's sustainability in the future.

H3: *organizational climate significantly affects job performance.*

2.4 Authentic leadership – organizational climate – job performance

Permatasari & Ratnawati [2837] emphasize that in the context of social relations, the work climate can positively encourage employee performance. Although this is not the only priority, the role of managers implies the urgency of an authentic leadership framework that has brought about significant changes. Another publication discussed by [2938] on the psychological aspects of the workplace explored by social cognitive theory. It becomes the foundation of how the philosophy capital in the mechanism that develops authentic leadership and organizational climate that promises to have long-term effects.

Yasmin et al. [3039] also illustrates the problem in various companies is the decline in employee performance. To respond to that, the solution is that effectiveness in authentic leadership must be combined with employee performance.

The turning point from that, implementing employee performance is getting more positive. Actually, if the leader of the company has an authentic nature, it will be in sync with the wishes of the employees, including competence, autonomy, and involvement. This suggests that it will channel maximum performance and the completion of work targets [3440]. They will try to harmonize the positive emotions of employees. In turn, it also invites a two-way relationship in the quality of values and congruence between leaders and employees [3241, 3342]. It instructed the fourth hypothesis below:

H4: *authentic leadership significantly affects organizational climate and job performance.*

2.5 Conceptual framework

Referring to the theoretical lens and the relevance of previous publications, it created the research framework, as shown in Fig. 1. We set the variables into 3 (three) structures, including independent variables, dependent variables, and mediator variables [3443, 3544, 3645].

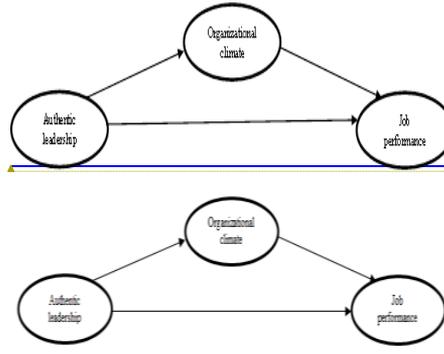


Figure 1. The proposed model

Here, authentic leadership acts as an independent variable, while organizational climate expresses the mediator variable. Then, job performance serves as the dependent variable. Explicitly, authentic leadership is symbolized by 'X', organizational climate is 'Y', and 'Z' implies job performance'.

3 METHODOLOGY AND DATABASE

The study approach emphasizes the explanatory [3746], which explains the causality between the realities of authentic leadership, organizational climate, and job performance. It applied metadata through interview techniques with several employees ($N = 259/59$) techniques at PT. Kalamur (Samarinda) Company in East Kalimantan Province – Indonesia. It manufactured this private company spread across several parts of Indonesia and we only focus on one branch. The feature in data interpretation is a scale with five rating criteria: 5-strongly agree, 4-agree, 3-neutral, 2-disagree, and 1-disagree [3847, 3948]. The main content of the questionnaire comprises 19 pillars that reflect 3 variables, where authentic leadership has 7 dimensions, 6 dimensions in organizational climate and job performance has 6 dimensions.

Table 1. PLS grading factor

Measurements	Output	Info	Literature
Outer model (indicator test)	Convergent validity, average variance extracted (AVE), and composite reliability (CR)	The loading factor = 0.50 is considered feasible, $AVE > 0.50$, and $CR > 0.70$.	[4049, 4450]
Inner model (hypothesis testing)	R^2 for endogenous latent variables and parameter coefficients and t-statistics	Obtaining $R^2 = 0.67, 0.33$, and 0.19 indicates that the model is good, moderate, and weak. The estimated performance for the path relationship with the structural model must be significant according to the bootstrapping procedure.	[4251]

Formatted: Indent: First line: 0.14"

Formatted: Font: Bold

Comment [i-[8]: There is still some room for improvement in Figure 1. For example, research hypothesis can be combined with the figure. In addition, the clarity of Fig. 1 can be improved.

Response: Fig.1 has been replaced with a standard resolution image. The hypothesis space and the model framework should be separated. The main reason is that the hypothesis proposal section contains a theoretical lens and an empirical review, while the framework focuses on the type and character of the variable components.

Comment [i-[7]: Hypothesis 4 is very similar to hypothesis 1 and 2. What are the differences or connections between them?.

Response: Obviously there is a vital difference. The first hypothesis is presented about a direct relationship between authentic leadership and organizational climate. Then the second hypothesis is proposed to examine the relationship between authentic leadership and job performance. Meanwhile, the fourth hypothesis builds a theoretical construct that integrates the function of organizational climate which mediates the relationship between authentic leadership and job performance. Of the three, hypotheses 1 and 2 are formed by a direct effect, but in the third hypothesis represent an indirect path.

We sourced the data orientation from a survey compiled from Google Form. After the questionnaires were distributed, tabulated, and selected, then they were calculated based on the data interpretation process. The analysis scenario focuses on the Partial Least Square (PLS) method, which highlights three parameters: latent variables, indicator variables, and errors in direct measurements [4352, 4453].

Table 2. The effect size (Q^2)

Score	Notation
0.02	Small effect
0.15	Medium effect
0.35	Large effect

Source: [4554, 4655].

Assumptions for structural equations are planned in terms of causality between various constructs [4756]. We illustrate options from the output to package an interpretation for PLS

analysis (see Table 1). The Q^2 test bridges the contribution of the independent variable to the dependent variable

Table 3. Proportional profile of respondents

Characteristics	Measurements	Frequency (N)	Percentage Percentage (%)
Gender	Male	259	100
	Female	0	0
Ages	20 – 30	35	22
	>30 – 40	43	27
	>40 – 50	46	29
	>50 – 60	35	22
Education certification	High School (SMA)/ Vocational High School (SMK)/ equivalent	140	88
	Diploma	19	12
Status	Bachelor	0	0
	Married	139	87.487.4
Working period	Single	20	12.612.6
	1 – 10	23	14.4
	>10 – 20	41	25.8
	>20 – 30	65	40.1
	>30 – 40	25	15.7
	>40	5	3.14

Source: [4859].

Table 3 also exposes the most dominant educational background at the SMA/SMK level, amounting to 88%. Not only that, those who have a working period of 20-30 years are up to 40.1% ($N = 65$). Of the 259-159 respondents, 87.487.4% ($N = 139$) of them were married. Key informants are those who work as technical workers from the production and maintenance division in the plywood processing business. Here, the researcher did not interview the management or directors of personnel (HR), finance, marketing, operational, and administration.

4.2 Model evaluation: outer and inner

Table 4. Composition of variables and indicators

Variable/indicator	Loading (stage 1)	Loading (stage 2)	CR	AVE
<i>Autentic leadership</i>				
X.1: My manager seeks feedback to improve interactions with others.	0.758	0.792	0.920	0.744
X.2: My manager said exactly what he meant.	0.774	0.765		
X.3: My manager demonstrates consistent belief in action.	0.933	0.968		

simultaneously. Table 2 is the operationalization of the effect size. In the majority, the advantage of PLS applications is the level of accuracy and is powerful in handling many variables, even though there is multicollinearity between these variables [57]. Besides, data management using SmartPLS software in modern studies is also consistent and actualizes a more holistic scope [58].

4 RESULTS

4.1 Demographic characteristics

The characteristics identified by the demographics of the respondents as much as 100% ($N = 259/159$) were male because most PT. Kalamur (Samarinda Branch) employed field workers with specific skills and gender specifications. The category of respondents aged 40-50 years occupies the first position reaching 29% ($N = 46$).

Formatted: Indent: First line: 0"

Comment [i-[9]: The author should briefly introduce the main contents of the questionnaire, because it is an important part of the research.

Response: Questionnaire items are introduced briefly in the first paragraph.

Comment [i-[10]: There seems to be no innovation in theory, method application and research problems, so what is the significance of the research?

Response: The advantages of successful PLS analysis used by social studies are that it gives birth to many contexts and developmental references. This argument reinforces method innovation (last paragraph).

Comment [i-[11]: It is mentioned in the article that the partial least squares (PLS) method selected in the analysis scenario emphasizes three parameters: potential variables, index variables and errors in direct measurement. Where are these three parameters reflected in the article?

Response: This study focuses on primary data containing a Likert scale, so that the fundamental parameters are reliability test, validity test, determination test, and hypothesis testing on the direct effect and mediating effect. Meanwhile, we do not discuss potential variables, index variables, and errors because this is a study that focuses on secondary data.

Comment [i-[12]: The employees surveyed by the research institute are basically workers with low educational background, and there are great differences in educational background. Will this affect the research conclusion?

Response: No, because from the beginning informants were those who worked as technical workers from the operational division in the plywood processing business. We did not involve and interview the management directors of personnel (HR), finance, marketing, and supervisors. The evidence is described in paragraph 2 (4.1. Demographic characteristics).

Formatted: Indent: First line: 0.14"

Comment [i-[13]: It can be seen from the survey of the proportion of respondents that the research respondents are all men. Will this have a certain impact on the research conclusion? In addition, the data in Table 3 shows that the total number of respondents and other attributes is 159, except that the total number of gender data is 259. Why?

Response: Basically, the key informants are male workers at PT. Kalamur. No female workers are placed in the operational division. There seems to be a typo in the number of respondents. This has been revised in Table

X.4: My manager listens carefully to different points of view before drawing conclusions.	0.880	0.908		
X.5: My manager encourages everyone to have their say.	-0.257			
X.6: My manager tells you the hard truth.	-0.362			
X.7: My manager analyzes the relevant data before making a decision.	-0.352			
<i>Organizational climate</i>				
Y.1: I feel that the work environment is very supportive to perform better.	-0.117	0.794	0.836	0.507
Y.2: I feel that the relationship between subordinates and superiors is harmonious.	0.807	0.746		
Y.3: I feel that the relationship between subordinates and superiors has fostered mutual respect for each other.	0.638	0.797		
Y.4: I feel that the relationship between me and my co-workers is harmonious.	0.736	0.750		
Y.5: I don't have any barriers to communicating with my co-workers.	0.678	0.711		
Y.6: The facilities available in the work environment have supported my work.	0.691	0.671		
<i>Job performance</i>				
Z.1: Employees complete the assigned tasks well.	0.700	0.706	0.853	0.534
Z.2: Employees complete their duties and responsibilities as described in the job description.	0.637	0.648		
Z.3: Employees adhere to formal performance ethics at work.	0.771	0.770		
Z.4: Employees are willing to help work colleagues whose workload is excessive.	0.819	0.821		
Z.5: Employees protect organizational property.	0.701	0.697		
Z.6: Employees are willing to listen to other employees who are down.	0.283			

Source: survey results.

Fig. 2 claims that if there is still a loading score of < 0.5 , then the complexity of the analysis is needed to eliminate those achievements that are smaller than 0.5 , including: X.5, X.6, X.7, Y.1, and Y. 6. Then, further analysis is needed by eliminating the construct indicators, then they are converted in Fig. 3.

In the second stage, we concluded the value of the loading factor for each indicator to meet the requirements to reach above 0.5 (*loading factor* > 0.5). On the other hand, the foundation for the outer loading test on three variables based on convergent validity resulted in a *score of* > 0.5 . The AVE score appears to be above 0.5 and the CR score is also greater than 0.7 , so it has fulfilled the statistical commitment. Perspective by Hair et al. [4960], if the outer loading is > 0.70 , it is recommended, but if the loading factor is $0.50 - 0.60$, it can still be tolerated, referring to the t-statistical *score* > 1.96 or *p-value* < 0.05 [5061].

Table 5 describes that in combining the model with PLS. This begins with the acquisition phase of R^2 on the dependent latent variable. Authentic leadership and organizational climate, which act as latent variables, show R^2 of 43%. The motive indicates that the latent variable studied has given a great determination to job performance. There are 57% residual factors outside of the model bond. Partially, authentic leadership has pumped up the organizational climate to 6.8% and job performance has reached 38.6%. However, 26.8% of effective commitments have been influenced by other motives not discussed. In transition, the partial effect on the three structures that are classified as moderate indicates the model built can predict causality between authentic leadership and job performance through organizational climate.

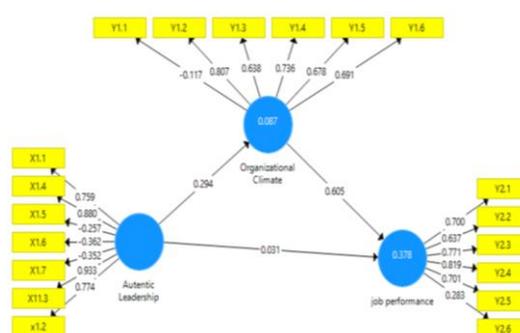


Figure 2. Structural relationship between variables
Source: SmartPLS.

Table 6 frames the results of *t-statistics* $> t$ -table across the studied variables, referring to the first and third hypotheses (H1 and H3). It appears that the *path effect* is > 1.96 , where $p < 0.05$. Contemporarily, it means that there is a positive and significant influence between authentic leadership on organizational climate and organizational climate with job performance.

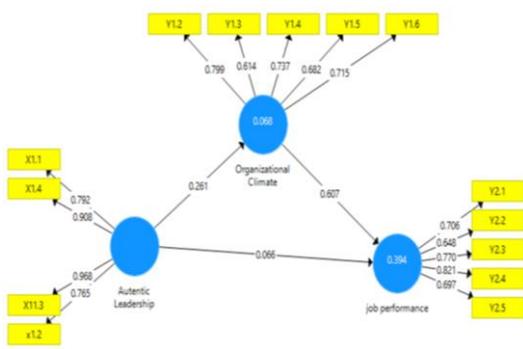


Figure 3. Construct post elimination effect
Source: SmartPLS.

Table 5. R-Square output

Matrix	R ²	Remarks
AL – OC	0.068	Weak
AL – JP	0.386	Moderate
OC – JP	0.432	Strong

Source: SmartPLS.

Comment [i-[14]: The following minor issues should be looked into by the authors. Figures 2 and 3 can also be improved, such the presentation form and picture color matching.

Response: Replaced with matching high resolution.

Table 6. Summary on hypothesis testing

Linkages	Effect	Original sample	T-statistics	Prob.	Hypothesis accepted?
AL → OC	Partial	0.261	3.399	0.001 [±]	Yes
AL → JP	Partial	0.066	1.010	0.313 [±]	Not
OC → JP	Partial	0.802	23.996	0.000 [±]	Yes
AL → OC → JP	Mediating	0.224	2.851	0.005 ^{±±}	Yes

Source: SmartPLS. Notes: [±] one-way causality, ^{±±} two-way causality.

Comment [i-[15]: What are the meaning of one-way causality and two-way causality annotated in Table 6? There seems to be no explanation in the text.

Response: Notes on *one-way causality and **two-way causality are removed in Table 6.

The evaluation of the partial and mediating testing model revealed that three hypotheses were accepted ($p < 0.05$) and one was rejected ($p > 0.05$). It is proven that authentic leadership has a significant impact on organizational climate ($p = 0.001$), then organizational climate significantly affects job performance ($p = 0.000$), and authentic leadership can optimize the job performance of employees through mediating effects by organizational climate ($p = 0.005$). But ironically, authentic leadership actually diminishes job performance, because $p = 0.313$. Other events also highlight the most dominant of other relationships, involving the effects of organizational climate on job performance.

5 DISCUSSION

Organizational climate is a procedure, policy, practice in an organization that balances four elements: autonomy, leadership talent, structure, and authority [5462]. From the analysis, authentic leadership is able to create an essential organizational climate. This is urgent for the organization because they orient it to the atmosphere of management policies and a work atmosphere that is directly integrated into the mood of the employees as part of their efforts and job responsibilities. Ideally, authentic leadership is a vital breakthrough to optimize the organizational climate, where the strategic leap rests on consistent leadership believes [5263]. Massive organizational climate shows leadership factors for interaction between individuals, good communication techniques, employed role involvement at work, and upholds the value of togetherness. A sustainable reward system also indicates the desire of employees to achieve success [5364].

In the end, the authentic leadership dimension strengthens in managing and shaping the organizational climate. In this scope, employees' perceptions of leadership characteristics imply ways of working and managerial styles to continuously improve the organizational climate.

The findings of this study are in line with previous publications that framed the impact of authentic leadership as

a significant antecedent to organizational climate [5465, 5566, 5667]. In fact, leadership is a catalyst that pays attention to employees. Leadership also plays a central role in stimulating the organizational climate.

The characteristics of employees and their performance influenced the success of an organization. If it made an organization as a pleasant place for them, it will be very beneficial for the organization. It will certainly harm the organization if it does not implement the promotion of good quality human resources. For example, organizations practice HR engagement to promote their organizations.

To realize optimal organizational performance, of course, the consequences require high productivity based on the suitability of the background and goals of the organization itself [5768, 5869]. In this study, we found it interesting that in order to produce maximum performance, organizations apply selection. Tightening to limit the number of leaders is closely related to performance connectivity and prioritizing productivity over certain units that are considered less than optimal. By giving great trust to employees, the organization should create a positive climate [5970].

Empirical analysis also shows the effects of organizational climate have increased that work performance in PT. Kalamur. No serious disturbance to the organizational climate has boosted work performance. The acceptance of policies reflects an effective organizational climate by employees that are actualized by the organization [6071]. They can feel the application in the work environment. Work performance influenced high interaction in organizational climate, supports organizational continuity [6472]. Relevantly, work performance, which is always demanded high, actually adds to the loyalty of employees, thereby strengthening the internal organization.

The long-term effect of authentic leadership that does not prioritize ethics, service, and transformation actually hampers work performance significantly [6273]. It is a whip in authentic leadership that does not change the quality of employee-job performance. In strategic instruction, the presence of the leader is expected to take rational action with career certainty and employee expectations. However, this

Comment [i-[16]: The discussion part should focus on the research results, combine with the previous research conclusions, and analyze the reasons for the differences, rather than mainly displaying the research results of others.

Response: Two paragraphs in the discussion present an analysis of the differences.

does not mean that the leadership personality cannot be an example for employees. The initial goal is to stimulate employee-job performance. Authentic leadership has a dual function, namely encouraging and meaningful for work performance that is absorbed by the consistency of the organizational climate.

The results contradict several publications, which conclude that the leader's actions refer to employee growth and belief values have a significant effect on work performance [6374, 6475, 6576, 6677]. The quality of authentic leadership has actually become a systematic part of employee work performance [6778]. In certain habitats, it closely related the effectiveness of the leadership style on employee-job performance. The ending process of the study concluded that organizational climate has positively mediated authentic leadership on work performance.

The vital differences that show a negative relationship between authentic leadership and organizational climate were investigated by Erkatlu & Chafra [79], Novac & Bratanov [80], and Jang & Kim [81]. Otahsara [38] and Jang [81] actually assessed that the role of authentic leadership can improve organizational climate. The relationship between authentic leadership and job performance is negative [82, 83, 18, 84, 85] and conversely, these two variables appear to be positive by Srivastava & Mohaley [86], Wong & Laschinger [87], and Wang et al. [88]. Comprehensive identification is shown from the findings which conclude that the decline in job performance is influenced by weakness organizational climate [89, 90], but organizational climate strengthens job performance in an integrated manner [91, 92, 93].

Organizational climate successfully integrates the effect of authentic leadership on job performance [94, 95]. However, job performance is not always driven by authentic leadership factors and organizational climate [96, 97, 98, 99].

6 CONCLUSION

In principle, this study seeks to educate the effect between authentic leadership on organizational climate and work performance at PT. Kalamur in Samarinda City. PLS output confirms that authentic leadership has a positive and significant impact on the organizational climate. In addition, the organizational climate also improves work performance in a positive and significant way. Although authentic leadership actually stimulates work performance positively, the effect is not significant. The good news is that authentic leadership will foster positive and significant work performance when mediated by the organizational climate. Organizational climate is the key to success at PT. Kalamur.

The managerial implication is a practical solution for the company, where the open-mindedness of the leadership on the lower-middle-upper scale is accused as a crucial aspect that affects the organizational climate and consistency in the work performance of employees. Authentic leadership that is oriented to his subordinates very liked the style of democracy and prioritizes service. Concrete designs need to be designed, especially in the reward and witness system (R&P) in punishing or motivating workers. HRM management policies are individual skills and the future of the organization.

The theoretical contribution lies in the mediating effect of organizational climate on the relationship between authentic leadership and work performance. To the knowledge of the authors, there is no component that connects these two

sections. In this way, study excellence is created and adds uniqueness to further agenda studies.

Weaknesses are also inherent in the informant unit, which only invites male technical workers. The non-involvement of female respondents is also not commonly used by researchers. The female workers from PT. Kalamur occupy many non-technical or administrative positions. Therefore, the logical perception of male respondents is not the same as that of female workers. In fact, the type of sample must also examine all sides.

ACKNOWLEDGMENT

This research is a collaborative actualization of two institutions: Mulawarman University & Universiti Teknologi Mara. There is financial help as internal grants from the Faculty of Economics (Mulawarman University) which supports the publication costs.

REFERENCES

- [1] Azmi, A. A., Kasuma, J., Yacob, Y. (2015). The effectiveness of training programs among co-operative members in Sarawak. *Malaysian Journal of Co-Operative Studies*, 11: 45-62.
- [2] Hanim, Z., Saleh, M., Soeod, R., Kasuma, J., Fhaizdhyall, A. (2019). Interaction effect of teacher certification and principal leadership styles towards teacher performance: empirical evidence of elementary school at Berau district of East Kalimantan Province, Indonesia. *International Journal of Advanced and Applied Sciences*, 7(2): 57-62. <https://orcid.org/0000-0001-5772-5027>
- [3] Norzita, S., Arrominy, A., Zurraini, A., Kasuma, J., Norlelawati, I., Yacob, Y. (2020). Does work-life balance have a relationship with work performance?. *ASEAN Entrepreneurship Journal*, 6(1): 15-21.
- [4] Purwanto, A., Wijayanti, L. M., Hyun, C. C., Asbari, M. (2019). The effect of transformational, transactional, authentic and authoritarian leadership style toward lecture performance of private university in Tangerang. *Dinasti International Journal of Digital Business Management*, 1(1): 29-42. <https://doi.org/10.31933/dijdbm.v1i1.88>
- [5] Lai, F.-Y., Tang, H.-C., Lu, S.-C., Lee, Y.-C., Lin, C.-C. (2020). Transformational leadership and job performance: the mediating role of work engagement. *SAGE Open*. <https://doi.org/10.1177/2158244019899085>
- [6] Aarons G. A. (2006). Transformational and transactional leadership: association with attitudes toward evidence-based practice. *Psychiatric Services*, 57(8): 1162-1169. <https://doi.org/10.1176/ps.2006.57.8.1162>
- [7] Shang, Y., Li, H., Zhang, R. (2021). Effects of pandemic outbreak on economies: evidence from business history context. *Frontiers in Public Health*, 9: 632043. <https://doi.org/10.3389/fpubh.2021.632043>
- [8] Maison, D., Jaworska, D., Adamczyk, D., Affeltowicz, D. (2021). The challenges arising from the COVID-19 pandemic and the way people deal with them: a qualitative longitudinal study. *PLoS One*, 16(10):

e0258133.
<https://doi.org/10.1371/journal.pone.0258133>

[9] Ratnasari, S. L., Rahmawati, R., Ramadania, R., Sutjahjo, G., Darma, D. C. (2021). Ethical work climate in motivation and moral awareness perspective: the dilemma by the Covid-19 crisis?*. *Public Policy and Administration*, 20(4): 398–409. <https://doi.org/10.13165/VPA-21-20-4-04>.

[10] Calderon-Mafud, J., Pando-Moreno, M. (2018) Role of authentic leadership in organizational socialization and work engagement among workers. *Psychology*, 9(1); 46-62. <https://doi.org/10.4236/psych.2018.91004>.

[11] Ulfa, C. K., Rulinawaty, R., Hamidah, H., Madhakomala, R. (2022). Transformational leadership, organisational climate and organizational trust: is it trigger to innovative work behavior?. *Journal of Positive School Psychology*, 6(5):1958–1969. <https://www.journalppw.com/index.php/jpsp/article/view/6223>

[12] Wu, Y., Xu, L. (2022). The effect of authentic leadership and organizational climate on the volunteering behavior of college students: a moderated mediation model. *PsyCh Journal, Advance online publication*. <https://doi.org/10.1002/pchi.555>

[13] Munyaka, S.A., Boshoff, A.B., Pietersen, J., Snelgar, R. (2017). The relationships between authentic leadership, psychological capital, psychological climate, team commitment and intention to quit. *SA Journal of Industrial Psychology*, 43(1); 1-11. <https://doi.org/10.4102/sajip.v43i0.1430>

[14] Sainz, M., Delgado, N., Moriano, J. A. (2021). The link between authentic leadership, organizational dehumanization and stress at work. *Journal of Work and Organizational Psychology*, 37(2); 85-92. <https://doi.org/10.5093/jwop2021a9>

[15] Ugurlu, E., Jindřichovská, I. (2022). Effect of COVID-19 on international trade among the Visegrad countries. *Journal of Risk and Financial Management*, 15(2): 1-20. <https://doi.org/10.3390/jrfm15020041>

[16] Duarte, A. P., Ribeiro, N., Semedo, A. S., Gomes, D. R. (2021). Authentic leadership and improved individual performance: affective commitment and individual creativity's sequential mediation. *Frontiers in Psychology*, 12, 675749. <https://doi.org/10.3389/fpsyg.2021.675749>

[17] Paredes, S. L., Salomón, J. O., Camino, J. R. (2021). Impact of authentic leadership on work engagement and organizational citizenship behavior: the mediating role of motivation for work. *International Journal of Economics and Business Administration*, 9(3): 3-31. <https://doi.org/10.35808/ijeba/716>

[18] Hadian Nasab, A., Afshari, L. (2019). Authentic leadership and employee performance: mediating role of organizational commitment. *Leadership & Organization Development Journal*, 40(5): 548-560. <https://doi.org/10.1108/LODJ-01-2019-0026>

[19] Ayça, B. (2019). The impact of authentic leadership behavior on job satisfaction: a research on hospitality enterprises. *Procedia Computer Science*, 158: 790-801. <https://doi.org/10.1016/j.procs.2019.09.116>

[20] Patterson, M., Warr, P., West, M. (2004). Organizational climate and company productivity: The role of employee affect and employee level. *Journal of Occupational and Organizational Psychology*, 77(2): 193-216. <https://doi.org/10.1348/096317904774202144>

[21] Li, Y. P., Mahadevan, A. (2019). A study on the impact of organisational climate on employee performance in a Malaysian consultancy firm. *International Journal of Accounting & Business Management*, 5(1): 1-13. <https://doi.org/24924/ijabm/2017.04/v5.iss1/1.13>

[22] Sapta, I. K. S., Muafi, M., Setini, N. M. (2021). The role of technology, organizational culture, and job satisfaction in improving employee performance during the Covid-19 pandemic. *The Journal of Asian Finance, Economics and Business*, 8(1): 495–505. <https://doi.org/10.13106/JAFEB.2021.VOL8.NO1.495>

[23] Qureshi, M. A., Hassan, M. (2019). Authentic leadership, ethical climate & workplace incivility: how authentic leadership prevents deviant work behavior - a case from Pakistan. *Abasyn Journal of Social Sciences*, 12(1): 144-163. <https://doi.org/10.34091/AJSS.12.1.13>

[24] Walumbwa, F. O., Hartnell, C. A., Misati, E. (2017). Does ethical leadership enhance group learning behavior? examining the mediating influence of group ethical conduct, justice climate, and peer justice. *Journal of Business Research*, 72: 14–23. <https://doi.org/10.1016/j.jbusres.2016.11.013>

[25] Huang, P. (2017). A framework for research and practice: relationship among authentic leadership, employee well-being, organizational innovative climate and innovative behavior. *Open Journal of Leadership*, 6(3): 126-134. <https://doi.org/10.4236/ojl.2017.63009>

[26] Tak, J-G., Roh, T-W. (2016). How can authentic leadership affect organizational citizenship behavior and job performance?: the role of organizational climate as a mediator. *The Journal of the Korea Contents Association*, 16(10): 206–225. <https://doi.org/10.5392/JKCA.2016.16.10.206>

[27] Widodo, S., Widiyanti, M., Hidayati, T., Wiyadi, W., Situmorang, N. (2019). Human Resources management facets: role of organizational commitment. *Journal of Security and Sustainability Issues*, 9(1): 281-293. [https://doi.org/10.9770/jssi.2019.9.1\(21\)](https://doi.org/10.9770/jssi.2019.9.1(21))

[28] Batoteng, H., Suharno, Hariyadi, S., Hidayati, T. (2019). Antecedent of satisfaction and information words of mouth and its implications on revisit intention in Derawan resort, Berau regency east Kalimantan. *International Journal of Scientific and Technology Research*, 2019, 8(7): 232–239.

[29] Hidayati, T., Lestari, D., Maria, S., Zainurossalamia, S. (2019). Effect of employee loyalty and commitment on organizational performance with considering role of work stress. *Polish Journal of Management Studies*, 20(2): 256–266. <https://doi.org/10.17512/pjms.2019.20.2.21>

[30] Hidayati, T., Zainurossalamia, S. (2020). Cultural intelligence as a pre-requisite for voice behavior of pharmaceutical sector employees in indonesia: mediating role of servant and ethical leadership styles. *Systematic Reviews in Pharmacy*, 11(5): 216–225. <https://doi.org/10.31838/srp.2020.5.33>

[31] Suharto, R. B., Abidin, Z., Mintarti, S., Kasuma, J., Paminto, A., Hidayati, T. (2020). The significance of job satisfaction as a mediation variable to performance at officers in the department of education and culture of East Kalimantan province. *Journal of Critical Reviews*, 7(12): 1200–1203.

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Font: Times New Roman, Font color: Text 1

Field Code Changed

Formatted: Hyperlink, Font: Times New Roman, Check spelling and grammar

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Font: Times New Roman, Font color: Text 1

Field Code Changed

Formatted: Hyperlink, Font: Times New Roman, Check spelling and grammar

Formatted: Font: Times New Roman, Font color: Text 1

Field Code Changed

Formatted: Hyperlink, Font: Times New Roman, Check spelling and grammar

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Font: Times New Roman, Font color: Text 1

Field Code Changed

Formatted: Hyperlink, Font: Times New Roman, Check spelling and grammar

Formatted: Font: Times New Roman, Font color: Text 1

Formatted

Formatted

Formatted

Formatted

Formatted

Field Code Changed

Formatted

Formatted

Field Code Changed

Formatted

Formatted

Field Code Changed

Formatted

Formatted

Formatted

<http://dx.doi.org/10.31838/jcr.07.12.209>

- [23][32] Abbas, W., Asghar, I. (2010). The role of leadership in organizational change: relating the successful organizational change to visionary and innovative leadership. Master's Thesis. Faculty of Engineering and Sustainable Development, University of Gävle.
- [24][33] Leroy, H., Palanski, M. E., Simons, T. (2010). Authentic leadership and behavioral integrity as drivers of follower commitment and performance. *Journal of Business Ethics*, 107(3): 255-264. <http://dx.doi.org/10.1007/s10551-011-1036-1>
- [25][34] Ilies, R., Morgeson, F. P., Nahrgang, J. D. (2005). Authentic leadership and eudaemonic well-being: understanding leader-follower outcomes. *The Leadership Quarterly*, 16(3): 373-394. <https://doi.org/10.1016/j.leaqua.2005.03.002>
- [26][35] Schneider, B., Ehrhart, M. G., Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64: 361-389. <https://doi.org/10.1146/annurev-psych-113011-143809>
- [27][36] Dastmalchian, A., McNeil, N., Blyton, P., Bacon, N., Blunsdon, B., Kabasakal, H., Varnali, R., Steinke, C. (2015). Organisational climate and human resources: exploring a new construct in a cross-national context. *Asia Pacific Journal of Human Resources*, 53(4): 397-414. <https://doi.org/10.1111/1744-7941.12081>
- [28][37] Ribeiro, N., Gomes, D., Kurian, S. (2018). Authentic leadership and performance: themediating role of employees' affective commitment. *Social Responsibility Journal*, 14(1): 213-225. <https://doi.org/10.1108/SRJ-06-2017-0111>
- [29][38] Otagh Sara, S. M., Hamzehzadeh, H. (2017). The effect of authentic leadership and organizational atmosphere on positive organizational behavior. *International Journal of Management, Accounting and Economics*, 4(11): 1122-1135.
- [30][39] Piedade, S. (2021). The influence of transformational leadership on employee performance through work climate and organizational commitment. *Timor Leste Journal of Business and Management*, 3(1): 32-45. <https://doi.org/10.51703/bm.v3i1.36>
- [31][40] Permatasari, J., Ratnawati, I. (2021). Work climate and employee performances: a literature observation. *International Research Journal of Management, IT and Social Sciences*, 8(2): 184-195. <https://doi.org/10.21744/irjmis.v8n2.1425>
- [32][41] Margiadi, B., Wibowo, A. (2019). Psycap as an antecedent of authentic leadership and the moderating role of organizational climate. *Advances in Economics, Business and Management Research*, 135: 58-65. <https://doi.org/10.2991/aebmr.k.200410.010>
- [33][42] Yasmin, Z., Santoso, B., Setiawan, Y. (2020). Authentic leadership and employee performance. *Advances in Economics, Business and Management Research*, 187: 633-637. <https://doi.org/10.2991/aebmr.k.210831.121>
- [34][43] Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., Sabattin, J. (2020). Conceptual framework for the strategic management: a literature review - descriptive. *Journal of Engineering*, 2020: 6253013. <https://doi.org/10.1155/2020/6253013>
- [35][44] Men, L. R. (2014) Why leadership matters to internal communication: linking transformational leadership, symmetrical communication, and employee

outcomes. *Journal of Public Relations Research*, 26(3): 256-279.

<https://doi.org/10.1080/1062726X.2014.908719>

- [36][45] Sias, P. M. (2005). Workplace relationship quality and employee information experiences. *Communication Studies*, 56(4): 375-395. <https://doi.org/10.1080/10510970500319450>
- [37][46] Eme R. (2017). Developmental psychopathology: a primer for clinical pediatrics. *World Journal of Psychiatry*, 7(3): 159-162. <https://doi.org/10.5498/wjp.v7.i3.159>
- [38][47] Sullivan, G. M., Artino, A. R., Jr (2013). Analyzing and interpreting data from likert-type scales. *Journal of Graduate Medical Education*, 5(4): 541-542. <https://doi.org/10.4300/JGME-5-4-18>
- [39][48] Colman, A. M., Norris, C. E., Preston, C. C. (1997). Comparing rating scales of different lengths: Equivalence of scores from 5-point and 7-point scales. *Psychological Reports*, 80(2): 355-362. <https://doi.org/10.2466/pr0.1997.80.2.355>
- [40][49] Shrestha, N. (2021). Factor analysis as a tool for survey analysis. *American Journal of Applied Mathematics and Statistics*, 9(1): 4-11. <https://doi.org/10.12691/ajams-9-1-2>
- [41][50] Achjar, D. (2004). Partial least squares: another method of structural equation modeling analysis. *Jurnal Ekonomi dan Bisnis Indonesia*, 19(3): 238-248. <https://doi.org/10.22146/jieb.6599>
- [42][51] Hussain, S., Fangwei, Z., Siddiqi, A., Ali, Z., Shabbir, M. (2018). Structural equation model for evaluating factors affecting quality of social infrastructure projects. *Sustainability*, 10(5): 1415. <https://doi.org/10.3390/su10051415>
- [43][52] Hair, J. F., Sarstedt, M., Hopkins, L., Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): an emerging tool in business research. *European Business Review*, 26(2): 106-121. <https://doi.org/10.1108/EBR-10-2013-0128>
- [44][53] Benitez, J., Henseler, J., Castillo, A., Schuberth, F. (2020). How to perform and report an impactful analysis using partial least squares: guidelines for confirmatory and explanatory IS research. *Information & Management*, 57(2): 103168. <https://doi.org/10.1016/j.im.2019.05.003>
- [45][54] Ghulami, H. R., Ab Hamid, M. R., Zakaria, R. (2014). Partial least squares modelling of attitudes of students towards learning statistics (pemodelan kuasa dua terkecil separa sikap pelajar terhadap pembelajaran statistik). *Journal of Quality Measurement and Analysis*, 10(1): 1-16.
- [46][55] Shanmugapriya, S., Subramanian, K. (2015). Structural equation model to investigate the factors influencing quality performance in Indian construction projects. *Sadhana*, 40(6): 1975-1987. <https://doi.org/10.1007/s12046-015-0421-3>
- [47][56] Sarstedt, M., Hair, J. F., Ringle, C. M., Thiele, K. O., Gudergan, S. P. (2016). Estimation issues with PLS and CBSEM: where the bias lies!. *Journal of Business Research*, 69(10): 3998-4010. <https://doi.org/10.1016/j.jbusres.2016.06.007>
- [57] Dijkstra, T. K., Henseler, J. (2015). Consistent partial least squares path modeling. *MIS Quarterly*, 39(2) 297-316. <https://doi.org/10.25300/MISQ/2015/39.2.02>
- [58] Sarstedt, M., Cheah, J. H. (2019). Partial least squares

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Indent: Left: 0", Hanging 0.31"

Formatted: Hyperlink, Font: Times New Roman, Check spelling and grammar

Field Code Changed

Formatted: Font: Times New Roman, Font color: Text 1

[structural equation modeling using SmartPLS: a software review. Journal of Marketing Analytics, 7\(3\): 196-202. https://doi.org/10.1057/s41270-019-00058-3](#)

[48][59] Department of Engineering of PT. Kalamur. (2022). APKINDO history. Accessed on: <https://apkindo.org/sejarah-apkindo> [December 25, 2022].

[49][60] Hair, J. F., Ringle, C. M., Sarstedt, M. (2011). PLS-SEM: indeed a silver bullet. *The Journal of Marketing Theory and Practice*, 19(2): 139-151. <https://doi.org/10.2753/MTP1069-6679190202>

[50][61] Restuputri, D. P., Indriani, T. R., Masudin, I. (2021). The effect of logistic service quality on customer satisfaction and loyalty using kansei engineering during the COVID-19 pandemic. *Cogent Business & Management*, 8(1): 1906492. <https://doi.org/10.1080/23311975.2021.1906492>

[54][62] Bitsani, E. (2013). Theoretical approaches to the organizational culture and the organizational climate: exploratory research examples and best policies in health care services. *Journal of Human Resource Management*, 1(4): 48-58. <https://doi.org/10.11648/j.jhrm.20130104.11>

[52][63] Rota, C., Reynolds, N., Zanasi, C. (2012). The influence of organizational climate on sustainable relationships between organization and employees. the KION case study. *Advances in Management & Applied Economics*, 2(4): 125-140.

[53][64] Niguse, G. T., Getachew, H. (2019). The effect of reward system on employee creativity in Oromia Credit and Saving Share Company (Ocscso) case of Bale Zone branch. *Journal of Higher Education Service Science and Management*, 2(1): 1-20.

[54][65] Khan, J., Khan, S., Khan A. (2019). Authentic leadership, employee wellbeing and employee creativity: the mediating role of knowledge sharing. *Market Forces Research Journal*, 14(2): 21-35.

[55][66] Petersen, K., Youssef-Morgan, C. M. (2018). The "left side" of authentic leadership: contributions of climate and psychological capital. *Leadership & Organization Development Journal*, 39(3): 436-452. <https://doi.org/10.1108/LODJ-06-2017-0171>

[56][67] Hirst, G., Walumbwa, F., Aryee, S., Butarbutar, I., Chen, J. C. H. (2016). A multi-level investigation of authentic leadership as an antecedent of helping behavior. *Journal of Business Ethics*, 139(3): 485-499. <https://doi.org/10.1007/s10551-015-2580-x>

[57][68] Salam, M. R. A. (2016). The impact of training and development on employees performance and productivity. *International Journal of Management Sciences and Business Research*, 5(7): 36-70.

[58][69] Singh, A. (2009). Organizational power in perspective. *Leadership and Management in Engineering*, 9(4): 165-176. [https://doi.org/10.1061/\(ASCE\)LM.1943-5630.0000018](https://doi.org/10.1061/(ASCE)LM.1943-5630.0000018)

[59][70] Weiner B. J. (2009). A theory of organizational readiness for change. *Implementation Science*, 4: 67. <https://doi.org/10.1186/1748-5908-4-67>

[60][71] Permarupan, P. Y., Saufi, R. A., Kasim, R. S. R., Balakrishnan, B. K. (2013). The impact of organizational climate on employee's work passion and organizational commitment. *Procedia - Social and Behavioral Sciences*, 107(2): 88-95. <https://doi.org/10.1016/j.sbspro.2013.12.403>

[64][72] Zacher, H., Yang, J. (2016). Organizational climate for successful aging. *Frontiers in Psychology*, 7: 1007. <https://doi.org/10.3389/fpsyg.2016.01007>

[62][73] Sarmawa, I. W. G., Widyani, A. A. D., Sugianingrat, I. A. P., Martini, I. A. O. (2020) Ethical entrepreneurial leadership and organizational trust for organizational sustainability. *Cogent Business & Management*, 7(1): 1818368. <https://doi.org/10.1080/23311975.2020.1818368>

[63][74] Partono, A., Siregar, S., Saleh, B. (2015). The effect of the leadership towards employee performance in the human resources department at the PLN west java and banten distribution office. *International Journal of Basic and Applied Sciences*, 4(1): 149-155. <https://doi.org/10.14419/ijbas.v4i1.3932>

[64][75] Iman, N., Lestari, W. (2019). The effect of leadership on job satisfaction, work motivation and performance of employees: studies in AMIK Yapennas Kendari. *African Journal of Business Management*, 13(14): 465-473. <https://doi.org/10.5897/AJBM2019.8794>

[65][76] Permadi, B., Dharmanegara, I. B. A., Sitiari, N. W. (2018). The effects of leadership and motivation againsts work discipline and performance of civil servant employees at Balai Wilayah Sungai Bali Penida. *JAGADHITA: Jurnal Ekonomi & Bisnis*, 5(1): 46-57. <https://doi.org/10.22225/jj.5.1.527.46-57>

[66][77] Saputro, V., Melinda, T. (2021). The effect of leadership, motivation, and discipline on employee performance in the banglen layer farming industry in the Province in Yogyakarta. *International Journal of Review Management, Business, and Entrepreneurship*, 1(1): 8-15. <https://doi.org/10.37715/rmbe.v1i1.1945>

[78] Kaya, B., Karatepe, O. M. (2020). Does servant leadership better explain work engagement, career satisfaction and adaptive performance than authentic leadership?. *International Journal of Contemporary Hospitality Management*, 32(6): 2075-2095. <https://doi.org/10.1108/IJCHM-05-2019-0438>

[79] Erkuflu, H., Chafra, J. (2013). [Effects of trust and psychological contract violation on authentic leadership and organizational deviance. *Management Research Review*, 36\(9\): 828-848. https://doi.org/10.1108/MRR-06-2012-0136](#)

[80] Novac, C., Bratanov, C. I. (2014). [The impact of the leadership style on the organizational climate in a public entity. *Management Dynamics in the Knowledge Economy*, 2\(1\): 155-179.](#)

[81] Jang, E., Kim, H. (2021). [Performance pressure as an antecedent and authentic leadership as a moderator of the relationship between co-worker undermining and psychological capital. *Frontiers in Psychology*, 12: 665362. https://doi.org/10.3389/fpsyg.2021.665362](#)

[82] Jang, E. (2021). [Sustainable workplace: impact of authentic leadership on change-oriented organizational citizenship behavior and the moderating role of perceived employees' calling. *Sustainability*, 13\(15\): 8542. https://doi.org/10.3390/su13158542](#)

[83] Zareh, R., Setoodehzadeh, F., Fathizadeh, A., Bahmani, A., Mirmasoudi, S. (2018). [The relationship between authentic leadership and job performance: the mediation role of psychological empowerment among staff in Ahvaz Hospitals. *Sadra Medical Journal*, 6\(4\): 287-302.](#)

Formatted: Indent: Left: 0", Hanging 0,31"

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Hyperlink, Font: Times New Roman

Field Code Changed

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Font: Times New Roman, Font color: Text 1

Formatted: Font: Times New Roman, Font color: Text 1

