

Psychological Capital, Authentic Leadership, Job Satisfaction And Job Performance

*Determinant of
Manufacturer Job
Performance*

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ABSTRACT

The purpose of this study is to explore the relationship between authentic leadership, psychological capital, job satisfaction, and job performance among employees working in manufacturing companies in Banten Province, Indonesia. This study was conducted with a total of 387 respondents. The research respondents were selected using the purposive sampling method. This research is a quantitative study employing the Structural Equation Model (SEM) method. The results of this study demonstrate the influence of psychological capital on job satisfaction, as well as the influence of authentic leadership on job satisfaction. Furthermore, job satisfaction affects work engagement, and work engagement influences job performance. The managerial implication of this research is that companies must encourage employees to achieve good job performance by focusing on variables that can enhance it. Employees should feel a strong sense of engagement with the organization, find joy in their work, and have confidence in the tasks they perform.

Keywords – Authentic Leadership, Psychological Capital, Job Satisfaction, Work Engagement, Job Performance

INTRODUCTION

The manufacturing industry is a strategic sector in the Indonesian economy, including in Banten Province, which is one of the main centers of the national manufacturing industry. According to data from the Central Statistics Agency (BPS) (2023), the manufacturing sector contributes more than 30% to Banten's Gross Regional Domestic Product (GRDP), with various companies engaged in automotive, food and beverage, textiles, and electronics. The success of companies in this sector is highly dependent on employee productivity and job performance, which are key elements in achieving operational efficiency and competitive advantage in the global market.

However, in a dynamic and competitive manufacturing environment, employee performance is often affected by various challenges, such as high work pressure, technological changes, and the need for innovation and efficiency. Therefore, it is important for companies to understand the factors that can improve employee job performance to ensure business continuity and company growth. Some factors that are proven to have a significant influence on job performance include authentic leadership, psychological capital, job satisfaction, and work engagement.

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Authentic leadership is a leadership style that emphasizes transparency, honesty, employee welfare, and ethics in decision making (Gardner et al., 2021; Samuel & Ramli, 2024; Situmorang et al., 2023). Authentic leaders are able to create a supportive work environment, strengthen employee trust, and encourage commitment to work (Alilyyani et al., 2020; (Kurniawati et al., 2024; Salma & Ramli, 2023). In the context of the manufacturing industry in Banten, authentic leadership is becoming increasingly important given the complex and often stressful work environment. Leaders who are able to build good relationships with employees can increase loyalty and motivation, which in turn has an impact on improving performance (Khasanah et al., 2021; Rizky et al., 2023).

In addition to authentic leadership, another factor that plays a role in improving job performance is psychological capital (PsyCap). Psychological capital is a concept that includes four main dimensions, namely self-efficacy (confidence in completing tasks), hope (hope to achieve goals), resilience (resistance to challenges), and optimism (belief in a positive future) (Luthans et al., 2019). Employees with high psychological capital tend to be better able to deal with work pressure and more effective in completing their tasks (Avey et al., 2021). In the manufacturing industry, which often faces challenges in the form of technological change and high productivity demands, psychological capital is an important factor in determining individual performance.

Job satisfaction also has a significant influence on job performance. Job satisfaction reflects the extent to which employees are satisfied with their jobs, including aspects of compensation, work environment, relationships with superiors and coworkers, and opportunities for growth (Judge et al., 2020; Febriani et al., 2023; Harahap & Ramli, 2023). Studies show that employees who are satisfied with their jobs are more likely to give their best performance, have low absenteeism, and have a higher commitment to the company (Spector, 2021). In a manufacturing context, where physical and mental demands are high, increasing job satisfaction can be an effective strategy to retain high-performing employees.

Another factor that also plays an important role is work engagement. Work engagement refers to the level of involvement, enthusiasm, and dedication of employees in carrying out their work (Schaufeli & Bakker, 2020). Employees who have high engagement show energy and enthusiasm at work, have a strong commitment to the organization, and are more productive in completing their tasks (Bakker et al., 2021). In the manufacturing industry, where the level of employee engagement determines production efficiency and product quality, work engagement is a key factor in improving job performance (Fachridian et al., 2024; Meidiyanty et al., 2023).

Research on the influence of authentic leadership, psychological capital, job satisfaction, and work engagement on job performance is still relatively limited in the context of manufacturing companies in Indonesia, especially in Banten Province. Therefore, this study aims to fill the research gap by exploring how these four factors contribute to improving job performance in the manufacturing sector in Banten.

This study was conducted on employees of manufacturing companies in Banten Province. With high industry competition, manufacturing companies in this area face challenges in maintaining and improving employee performance. Factors such as work pressure, high turnover rates, and the need for innovation in human resource management are major concerns. Therefore, understanding the influence of authentic leadership, psychological capital, job satisfaction, and work engagement on job performance in this sector is relevant and important to be studied further.

LITERATURE REVIEW

Authentic Leadership

The word “authentic” comes from Greek and means “one who has full power” and can be defined as “aware of oneself”. This means that leaders with authentic characteristics know themselves and are willing to recognize their strengths and weaknesses (Gardner et al., 2011). Walumbwa et al. (2010) define authentic leadership as a leadership process that involves leader resources and organizational support. Based on

that athletic leadership has a positive effect on employee and organizational attitudes and behaviors. Authentic leadership is a complex phenomenon with several dimensions and has no standardized definition (Ahmad & Gao, 2018; Ramli & Mariam, 2020). Walumbwa et al. (2008) explained that there are four aspects of authentic leadership, namely first, self-awareness (understanding oneself), second, relational transparency (authentic self in social interactions), third, balanced processing (balanced in decisions and treating others) and fourth internalization of moral perspectives (high moral values). According to the leadership literature, ethical behavior is considered a key component in a number of leadership theories and most leadership approaches place special emphasis on ethical values (Yang & Wei, 2017).

Psychological Capital

Psychological capital usually abbreviated as psychological capital in the organizational behavior and positive psychology literature is a motivational tendency to succeed (Luthans et al., 2007a; Luthans, et al., 2007b). The term psychological capital was coined from the positive organizational behavior approach (Sylvyani & Ramli, 2023; Youssef-Morgan & Luthans, 2015). Psychological capital is defined as a positive mental state characterized by high efficacy, optimism, resilience and hope (Luthans et al., 2015; Newman et al., 2014; Youssef-Morgan & Luthans, 2015). Psychological capital is a “higher-order” and formative construct consisting of four different underlying constructs: hope, self-efficacy, resilience, and optimism (Luthans et al., 2007a; Luthans, et al., 2007b; Slåtten et al., 2019). Psychological capital can greatly assist proper human resource management practices that will enable companies to attract and retain competent employees and make them behave in a socially responsible manner (Araque et al., 2018).

Job Satisfaction

Borman et al. (2003) noted that job satisfaction includes a multidimensional psychological response to one's job, and the response has cognitive (evaluative), affective (or emotional), and behavioral components. If workers have high job satisfaction, they will have positive feelings when thinking about their work and duties while working (Colquitt et al., 2015). Job satisfaction is the level of happiness of workers because of aspects of their environment in carrying out their duties (Princy & Rebeka, 2019). Job satisfaction is the level of influence on work and its main components and is considered a positive concept that describes work behavior (Cicolini et al., 2014; Eki & Ramli, 2024; Imran, Arvian, et al., 2020). Factors that affect job satisfaction are work stress, working conditions, role conflict, organizational environment and so on (Atefi et al., 2015; Li et al., 2019; Lu et al., 2012). Job satisfaction is identified as how the workplace meets and fulfills the individual needs of employees (Bhardwaj et al., 2020). Job satisfaction is the difference between the amount of reward a person receives and the expected reward (Abdolshah et al., 2018; Imran, Mariam, et al., 2020; Mulya & Ramli, 2023). Ikolo (2019) emphasized that motivation and job satisfaction will change in parallel due to the fact that classification or salary has changed dramatically.

Work Engagement

Work engagement refers to a positive work attitude characterized by passion, dedication and absorption (Bakker, 2011; Bakker & Demerouti, 2008; Walt & Steyn, 2019). Bakker & Demerouti (2008) define work engagement as a positive state in which an individual experiences three characteristics - passion, dedication and absorption. In other words, they should experience high levels of passion, dedication and absorption in their work (Bakker & Demerouti, 2008; Ghazmahadi et al., 2020; Rinaldi & Ramli, 2023). Dedication implies full engagement in work and involves inspiration, pride, and willingness to take on challenges (Wirawan et al., 2020). Work engagement has many drivers firstly, matters relating to individual employees and how they engage with their role, team or organization; secondly relating to organizational strategy, stewardship and policies to build an engaged workforce including business strategy and operational or managerial elements (Diatmono et al., 2020; Nurdiansyah et al., 2020; Turner, 2020). Work engagement can help in coping with the difficult and stressful situations experienced by these professionals. As a result of work engagement, higher healthcare

quality has been identified, although this depends on contextual factors such as structural empowerment and social support, and predisposing factors such as efficacy and optimism (García-Sierra et al., 2016).

Job Performance

Job performance is anything that is done by employees in a company or organization that can be observed and measured to the maximum, being an experience and level of contribution to each individual (Lau et al., 2014). This can be used to see the results of evaluating a person's behavior in completing their duties, whether as expected or not (Dizgah et al., 2012; Ramli, 2018). Task performance includes all activities and behaviors that have been officially established as rules in the work process and includes behaviors that contribute to maintenance activities in an organization, such as producing products, selling products and providing services (Rotundo & Sackett, 2002). Job performance contextually (contextual performance) is an activity that refers to interactions in communicating and coordinating with other employees in a certain way so as to exceed the rules in the work process and the fulfillment of assigned tasks (Jeevan & Bhau, 2016). In essence, job performance talks about how well an employee performs his tasks or job (Carmeli et al., 2007). Job performance is a collection of behaviors related to the goals of the organization or department where a person works (Murphy, 1989; Nguyen et al., 2019). Yang & Kim (2018) consider employee job performance as one of the important factors to improve the competitive ability of the organization where they work.

The Relationship Between Authentic Leadership and Job Satisfaction and Work Engagement

Saadati et al. (2011) showed that there is a meaningful and positive relationship between authentic leadership and job satisfaction. Research conducted by Gardner et al. (2005) emphasizes that the development of authentic leadership produces the right and sustainable attitudes and job satisfaction. The positive relationship between authentic leadership and employee job satisfaction has been widely documented (Grudić, 2018). Research has shown a positive relationship between authentic leadership and job satisfaction and employee trust in leaders (Hassan & Ahmed, 2011; Wong et al., 2010; Zamahani et al., 2011). With regard to leadership, it is found that there are leadership styles adopted by managers significantly, especially authentic leadership is strongly related to job satisfaction that make up their teams (Araslı & Baradarani, 2014; Bodenhausen & Curtis, 2016; Corbin & Alleyne, 2014; Cruz et al., 2013; Lyu et al., 2016; Tahernejad et al., 2015; Tang et al., 2015). From the results of the explanation that the following hypothesis can be formulated: **H1**. Authentic leadership has a positive effect on job satisfaction

Relationship between Psychological Capital to Job Satisfaction and Work Engagement

Kaplan & Bickes (2013) suggest that Psychological capital can improve aspects of personal efficiency, and play an important role in developing individual attitudes towards job satisfaction. Increased Psychological capital makes organizational commitment and job satisfaction higher (Idris & Manganaro, 2017). Thus, employees with high Psychological capital are often optimistic and satisfied in achieving positive results in their work (Idris & Manganaro, 2017). High psychological capital and high job satisfaction enable employees to provide high work motivation from which they are willing to make efforts for the organization (Kaplan & Bickes, 2013). Employees with high Psychological capital often perceive work more positively and are therefore more satisfied with the situation in the organization (Bergheim et al., 2015). In general, components of Psychological capital are related to job satisfaction, such as optimism in relation to their performance, satisfaction and happiness (Nguyen & Nguyen, 2012; Youssef & Luthans, 2007; Astuti & Amalia, 2021). From the explanation that has been presented, the following hypothesis can be built: **H2**. Psychological capital has a positive effect on job satisfaction

Relationship between Job Satisfaction and Work Engagement

Several studies have found that job satisfaction has a direct impact on work engagement (Alarcon & Edwards, 2011; Wefald & Downey, 2009). Research by Bellani et al. (2018) shows that job satisfaction is an antecedent of work engagement (Bellani et al., 2018; Yalabik et al., 2017; Safitri et al., 2021). Based on the opinion of that job satisfaction has a positive effect on work engagement which is based on job satisfaction theory. A high level of job satisfaction increases employee work engagement based on satisfaction with their work, then leads them to dedicate themselves to that work (Wirawan et al., 2020). From the results of the explanation that the following hypothesis can be formulated: **H3**. Job satisfaction has a positive effect on work engagement

Relationship Between Work Engagement and Job Performance

Several studies have shown that work engagement has a positive effect on job performance (e.g., Gottman et al., 1998; Halbesleben & Wheeler, 2008; Karatepe & Aga, 2016; Rich et al., 2010; Shin et al., 2020; Breevaart et al., 2016; Karatepe, 2013; Karatepe & Olugbade, 2016; Kim & Koo, 2017; Diyanto et al., 2019; Puspita, 2020). Management-related studies have reported that work engagement positively affects job performance in various industries (e.g., Breevaart et al., 2016; Halbesleben & Wheeler, 2008; Karatepe & Aga, 2016; Rich et al., 2010; Salanova et al., 2005; Shin et al., 2020). If there is a lack of work engagement, it will prevent employees from identifying with their work and allocating resources for job performance (Bakker & Demerouti, 2008). Empirical findings have shown that work engagement significantly mediates the relationship between job insecurity and job performance (Wang et al., 2015). So from the results of the discussion above, the following hypothesis can be formulated: **H4**. Work engagement has a positive effect on job performance

Based on the hypothesis framework above, the research model can be described in Figure 1 below:

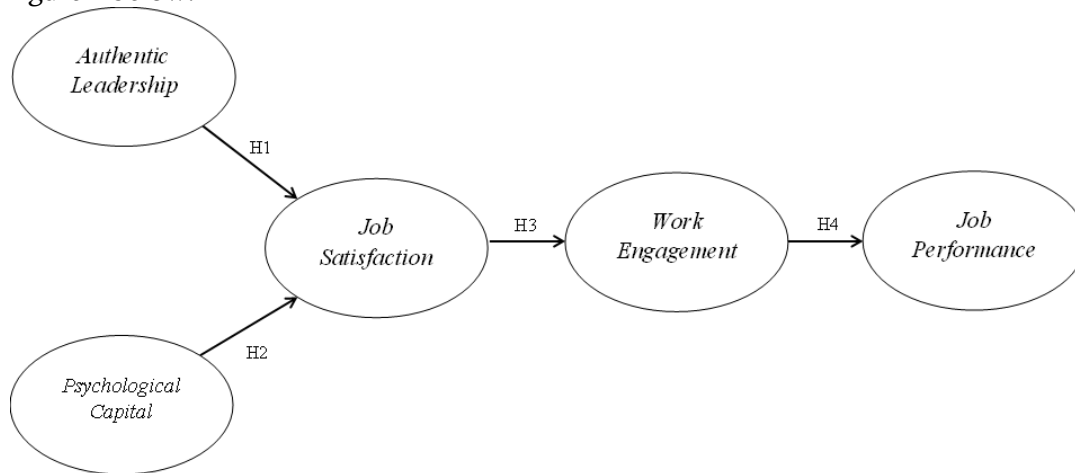


Figure 1. Research Model Framework

METHODS

Data collection used a survey method by distributing questionnaires online. Measurement was done using a Likert scale with a scale of 1 - 5 (1 = strongly disagree and 5 = strongly agree). Questions were adopted from Walumbwa et al. (2008) and used by Gatling et al. (2016) for the measurement of authentic leadership variables consisting of twelve questions, for the measurement of psychological capital variables adopted from Walumbwa et al. (2008) consists of four questions, the measurement of job satisfaction variables adopted from consists of seven questions and for the measurement of work engagement variables adopted from Schaufeli et al. (2006) consisting of seventeen questions and job performance variables adopted from Carmeli et al. (2007) consists of four questions, so the total measurement uses forty-four questions.

The population of this study were employees in Banten Province in manufacturing companies. The research was conducted quantitatively using the SEM (Structural Equation Model) method, while data processing and analysis used IBM SPSS 24 and

Lisrel 8.8 software. Researchers conducted factor analysis for validity and reliability tests with SPSS 24. The validity test was carried out by looking at the Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) measurement values. The results of the KMO and MSA values are greater than 0.500 and the reliability test using the Cronbach's Alpha measurement must be close to 1, the better (Hair et al., 2014). By using 44 questions with the operational definition of variables. So if all questions are declared valid to be used as a questionnaire in this study and because it uses SEM where the determination of the number of research samples is at least 5 times the number of questions (Hair et al., 2014) the number of samples in this study is 230 respondents by considering the reserve if there is a mismatch in filling out the questionnaire.

RESULTS AND DISCUSSION

Respondents of this study were employees of manufacturing companies in the banten province, from the test results it was found that 37.5% were aged 20 to 30 years and 48.6% were female workers. After processing data on 230 respondents, based on the results of factor analysis and the variance inflation factor value on communalities and collinearity, it was found that of the 44 statements tested, all were declared valid, the results obtained that for the results of the KMO value (0.743 to 0.867) and the results of the MSA value (0.736 to 0.901), for the communalities value obtained (0.500 to 0.720) and for the reliability test using Cronbach's Alpha measurement where the results are (0.744 to 0.803).

According to the recommendations of Bagozzi & Yi (2012) the measurement of construct validity is acceptable and declared valid, because most of the indicators on each variable have a loading factor of more than 0.50. From the results of the calculation of construct reliability (CR) and variable extracted (VE), it can be said that it meets the overall requirements which are in accordance with (Bagozzi & Yi, 2012) that one of the construct reliability values must meet the reliability requirements with a CR above 0.60 or a VE value above 0.50, so it is declared acceptable, namely authentic leadership (CR = 0.816; VE=0.528), psychological capital (CR=0.731; VE=0.595), job satisfaction (CR=0.756; VE=0.563), work engagement (CR=0.859; VE=0.444) and job performance (CR=0.786; VE=0.520). About the complete validity and reliability test in Appendix 6.

Based on the fit test analysis, most of them show a good fit including $X^2/df = 1.559$; degree of freedom = 190; Chi Square = 299.06; RMSEA = 0.04; ECVI = 1.09; AIC = 422.34; CAIC = 734.73; NFI = 0.97; Critical N = 308.53 and GFI = 0.93 Thus there is an overall fit of the model (Goodness of Fit) and some at the close fit level.

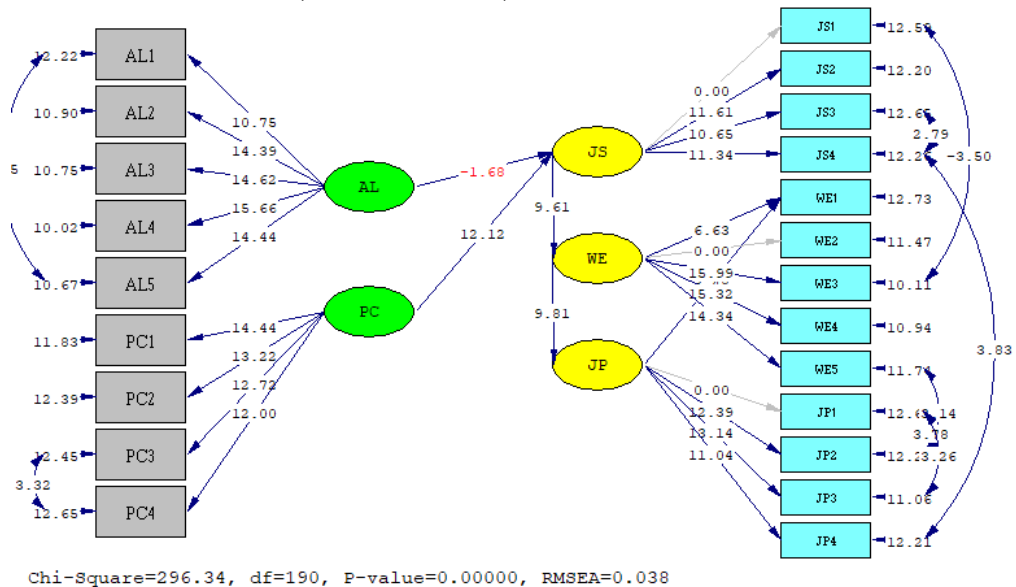


Figure 2. T-Value Path Diagram Results

Table 1. Model Hypothesis Test

Hypothesis	Hypothesis Statement	T-value	Description
H1	Authentic leadership has a positive effect on job satisfactio	-1,68	Data does not support the hypothesis
H2	Psychological capital has a positive effect on job satisfaction	12,12	Data supports the hypothesis
H3	Job satisfaction has a positive effect on work engagement	9,61	Data supports the hypothesis
H4	Work engagement has a positive effect on job performance	9,81	Data supports the hypothesis

Source: Lisrel 2025 processed data

Based on the hypothesis test table above, it is known that there are variables that have a T-Value below 1.96 and thus the data does not support the hypothesis, namely H1, and the rest supports the research hypothesis built.

This study aims to analyze the effect of authentic leadership, psychological capital, job satisfaction, and work engagement on job performance on employees of manufacturing companies in Banten Province. Hypothesis testing was conducted to measure the relationship between these variables. Based on the results of hypothesis testing obtained, it was found that not all hypotheses proposed were supported by the data. The following is an analysis of the hypothesis test results in detail.

The results of hypothesis one test show that authentic leadership has no positive effect on job satisfaction, even showing an insignificant negative relationship. This finding contradicts many previous studies which state that authentic leaders can increase employee job satisfaction through transparency, honesty, and a leadership approach that is oriented towards employee welfare (Gardner et al., 2021). One possible cause of this result is the difference in employee perceptions of the leadership style applied in the manufacturing environment in Banten. In the manufacturing industry, employee job satisfaction may be more influenced by external factors such as compensation, job stability, and physical work environment, compared to leadership aspects (Judge et al., 2020). If authentic leaders emphasize openness and interpersonal relationships but are not accompanied by tangible incentives such as salary increases or improved working conditions, then employees may still feel less satisfied with their jobs.

In addition, it could be that leaders who are perceived as authentic by the organization do not fully meet employees' expectations, especially if there is a gap between the values communicated by the leader and the company policies in place (Walumbwa et al., 2018). Therefore, further research needs to explore more deeply the specific factors that mediate the relationship between authentic leadership and job satisfaction in a manufacturing context.

The results of hypothesis two test, show that psychological capital has a positive and significant effect on job satisfaction. This finding is consistent with previous research which states that employees with high psychological capital are better able to face work challenges and have higher levels of job satisfaction (Avey et al., 2021). Psychological capital mencakup empat elemen utama: self-efficacy, hope, resilience, dan optimism (Luthans et al., 2019). Employees who have confidence in completing their tasks (self-efficacy) tend to feel more competent and valued in their work, thus increasing job satisfaction. Similarly, hope and optimism towards the future of their career can provide strong intrinsic motivation, which in turn increases positive feelings towards their work (Newman et al., 2020).

In the context of the manufacturing industry in Banten, psychological capital can play a role in reducing the negative impact of job stress and improving employees' perceptions of their work environment. Therefore, companies can consider training and development programs for psychological capital to increase employee job satisfaction.

The results of hypothesis three test show that job satisfaction has a significant positive effect on work engagement. This is in line with previous research which shows that employees who are satisfied with their jobs tend to have higher levels of engagement in

their work (Bakker & Albrecht, 2021). When employees are satisfied with their jobs, whether in terms of compensation, work environment, or relationships with superiors and coworkers, they are more likely to show dedication, enthusiasm, and motivation at work (Schaufeli & Bakker, 2020). Satisfied employees are also more likely to see their work as meaningful and having a positive impact, which in turn increases their level of engagement in the organization.

In the manufacturing industry, where work is often monotonous and physically and mentally demanding, maintaining job satisfaction levels is a crucial factor in increasing work engagement. Companies can increase job satisfaction through improving employee welfare, providing career development opportunities, and flexible work policies to create a more conducive work environment.

The results of the third hypothesis test indicate that work engagement has a significant positive effect on job performance. This finding is consistent with previous research, which suggests that employees with high levels of engagement in their work are more productive and able to contribute more significantly to the organization (Bakker et al., 2021). Engaged employees demonstrate energy, enthusiasm, and strong dedication to their work, ultimately leading to improved job performance. Work engagement is also associated with increased innovation, problem-solving abilities, and efficiency in completing tasks (Christian et al., 2021).

In the context of the manufacturing industry, where employee performance significantly impacts productivity and product quality, maintaining high levels of work engagement is crucial. Companies can enhance employee engagement by fostering a positive work environment, recognizing and rewarding work achievements, and ensuring that employees feel valued and have opportunities for career development.

CONCLUSIONS

Authentic leadership does not have a significant effect on **job satisfaction**, indicating that the job satisfaction of manufacturing employees may be more influenced by other factors such as compensation and physical work environment. Psychological capital has a positive effect on job satisfaction, suggesting that employees with high levels of confidence, optimism, and psychological resilience tend to be more satisfied with their jobs.

Job satisfaction has a positive effect on work engagement, meaning that employees who are satisfied with their jobs are more emotionally and cognitively engaged in their work. Work engagement has a positive effect on job performance, indicating that employees with high levels of engagement tend to be more productive and perform better.

The implications of these findings suggest that manufacturing companies in Banten should focus more on enhancing psychological capital and job satisfaction to foster higher work engagement, which ultimately improves job performance. Implementing psychological capital training programs, providing more competitive incentives, and creating a supportive work environment can be effective strategies to enhance employee satisfaction and performance.

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