

# The Influence of Authentic Leadership, Organizational Identity and Employee Engagement on Job Satisfaction and Company Performance at PT. Surya Indo Plastic in Sidoarjo

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**Abstract:**PT. Surya Indo Plastic is a pioneer company that provides exceptional quality recycled plastic food packaging for the food and beverage industry. Established in 2006 in Indonesia. The company wants to make a positive impact and contribute to protecting the environment by offering food packaging that contains 100 percent recycled plastic, which meets the highest quality and performance standards. The company works hard to accelerate the recycling of its products. Because every cup, every lid must make a difference. PT. Surya Indo Plastic is an example that packaging can be made sustainably, to prevent plastic waste from entering our environment. By raising awareness, supporting the circular economy, and encouraging individuals and companies to recycle. SIP's ambition is to provide the best quality food packaging made from sustainable recycled plastic materials while providing the best customer service. PT Surya Indo Plastic's goal is to make a difference in food packaging through innovation, responsibility, and collaboration. The purpose of this study was to determine the effect of authentic leadership, organizational identity and employee engagement on job satisfaction and company performance at PT. Surya Indo Plastic in Sidoarjo. This study uses a quantitative method with primary data sources obtained from distributing questionnaires. The population of the study were employees of PT. Surya Indo Plastic in Sidoarjo. The selection of respondents was carried out using the saturated non-probability sampling method with a total of 208 respondents. The data analysis method used descriptive analysis and SEM-PLS analysis. The results showed that the variables of authentic leadership, organizational identity and employee engagement influenced job satisfaction and company performance of PT. Surya Indo Plastic in Sidoarjo.

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**Keywords:** authentic leadership, organizational identity, employee engagement, job satisfaction, company performance

## 1. INTRODUCTION

Leadership in an organization is very important in determining the achievement of organizational goals, so determining the type of leadership applied in an organization is very important to conduct in-depth research so that the type of leadership chosen is in accordance with the direction and goals of the organization. The change of management members and the company's performance in general, still requires acceleration of its development as a business that provides benefits according to the expectations of shareholders, so there needs to be an evaluation and assessment of leadership style and its

influence on job satisfaction where the final results related to company performance will increase and towards achieving the expectations of shareholders. The phenomenon of frequent management changes and the company's development stagnation is very important to be studied and analyzed in order to find out and prove the factors that influence this condition, and to make continuous improvements according to the company's performance expectations to be achieved. Leadership, especially authentic leadership, is an important study in leaders running an organization and achieving its goals. because there are often things that precede and have not been analyzed in depth that cause actual management changes, where this is very detrimental and disrupts the success of the organization in achieving its goals. Wong & Laschinger (2013) proved that the more managers were perceived as authentic, emphasizing transparency, balanced processing, self-awareness, and high ethical standards, the more employees felt they had access to empowering structures in the workplace, were satisfied with their jobs, and reported higher performance. While Ayça (2019) stated that one of the challenges for organizations is retaining good employees in a competitive business environment to achieve their goals. Ayça (2019) also stated that teams with more authentic characteristics in their leaders have more satisfied and committed employees.

Many factors that affect job satisfaction and company performance do not develop as expected, the company's business scale is not growing aggressively, initially leading technology in its field but being overtaken by new competitors that emerge, customers who switch to competitors, this is very important to immediately conduct a study and resolve the problem so that the company's business continuity can continue, develop, and become a market leader in its field. A strong organizational identification factor is said to be able to increase job satisfaction and company performance, which can then maintain business continuity and the company can continue. Yuan, Jia, & Zhao (2016) proved that organizational identification can significantly moderate the impact of organizational justice on job satisfaction. While Wilkins et al. (2016) proved that organizational identification is a stronger predictor of commitment, achievement, and satisfaction than social identification. Another thing that is also mentioned is that employee engagement factors can also increase company satisfaction and performance (Pamungkas, Brahmasari & Brahma Ratih (2023). Riyanto, Endri & Herlisha (2021) prove that employee engagement does not directly affect employee performance, but has an effect through motivation, and job satisfaction affects employee performance. Meanwhile, Aziez (2022) states that employee engagement affects employee satisfaction and performance.

Another thing that is also very important to improve is employee job satisfaction, where there is another phenomenon that needs to be observed, namely the large number of employees who have the status of wanting to work elsewhere. This is detected from the professional work process of employees who want to... changing jobs. Several issues such as lack of career growth, inadequate compensation, and poor work-life balance. In addition, organizational culture, leadership style, and interpersonal relationships play an important role in shaping employee commitment to their organization (Brahmasari, 2014). The implications of leadership affect team cohesion, productivity, and overall organizational performance. The company's growth that has not been as expected, this situation will have a negative impact on the company in the long term, such as the erosion of market share due to declining customer trust, declining employee job satisfaction will result in unstable work processes and results and ultimately the company's performance in general will stagnate. Therefore, understanding leadership styles and their applications in directing and influencing organizations is very important so that leadership style strategies that are in accordance with organizational culture will be an effective strategy, especially at PT. Surya Indo Plastic in Sidoarjo.

PT. Surya Indo Plastic is a company that provides exceptional quality recycled plastic food packaging for the food and beverage industry, Established in 2006 in Indonesia. The company wants to make a positive impact and contribute to protecting the environment by offering food packaging that contains one hundred percent recycled

plastic, which meets the highest quality and performance standards. The company is working hard to accelerate the recycling of its products. Because every cup and every lid makes a difference. PT. Surya Indo Plastic is an example that packaging can and should be made sustainably, to prevent plastic waste from entering our environment. By raising awareness, supporting the circular economy, and encouraging individuals and companies to recycle. PT. Surya Indo Plastic's ambition is to provide the best quality food packaging made from sustainable recycled plastic materials while providing the best customer service. SIP's goal is to make a difference in food packaging through innovation, responsibility and collaboration.

## 2. LITERATURE REVIEW

Several studies have examined the relationship between *job* satisfaction and company performance and the activities carried out by the company.

By using *VOSviewer software* and metadata from *Publish or Perish* with the keyword job satisfaction, 45 items and 7 research clusters were obtained which were distinguished by color that discussed the research topic on job satisfaction having several relationships with other variables. This can be seen from the Overlay Visualization in Figure 1.

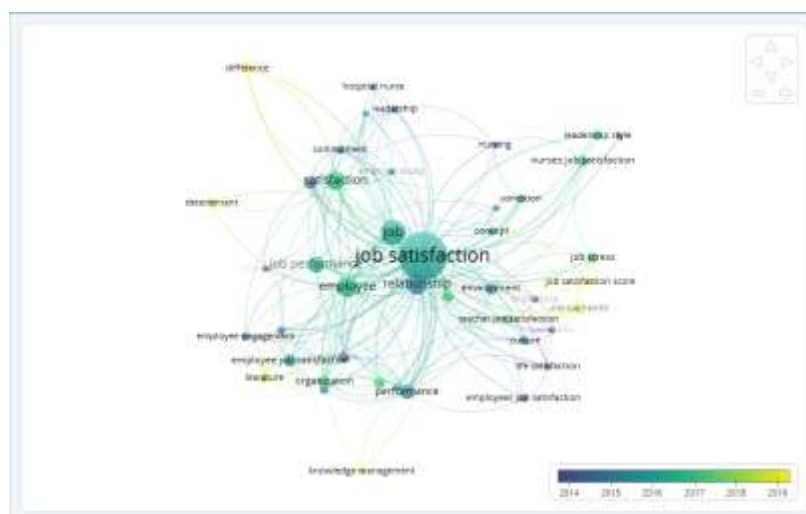
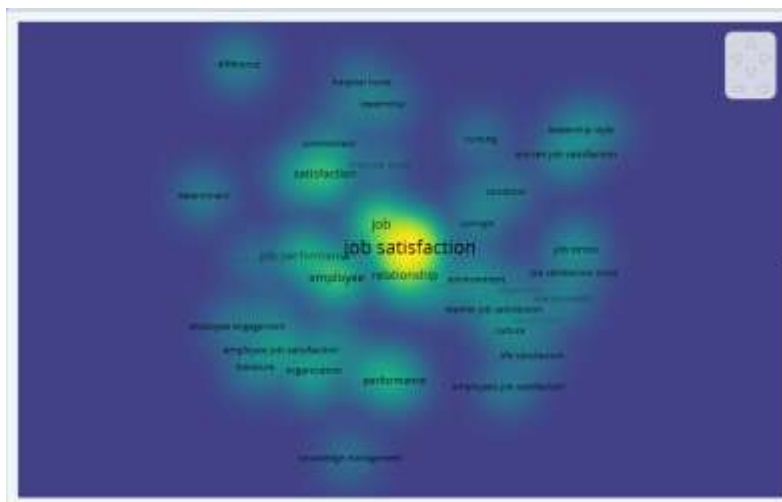


Figure 1. Overlay Visualization

Meanwhile, when viewed from the visualization of research density, job satisfaction shows a nearly clear picture. This also shows that research on job satisfaction has not been done too much by researchers. Density visualization can be seen in Figure 1.2.



**Figure 2.** Density visualization

Based on the literature review conducted, the relationship between authentic leadership style, organizational identity, employee engagement, job satisfaction and its contribution to company performance has not been widely studied. Therefore, this study aims to explore the relationship between the five aspects in the industrial sector, especially at PT. Surya Indo Plastic in Sidoarjo. By making employee job satisfaction a moderating variable, it becomes novelty in this study.

With a literature review and observation of the research object, the variables to be studied are selected, with the following theoretical study:

***Authentic Leadership*** is an authentic leader who has high integrity, is responsible for his actions, and makes decisions based on principles (Messik, 2005: 179). Authentic Leadership has indicators including: 1). Self-Awareness, 2). Relational Transparency, 3). Balanced Information Processing, 4). Internalized Moral Perspective (Walumbwa et al., 2018).

***Organization Identity*** is a characteristic of an organization that is enduring and contributes to the uniqueness and distinctiveness of the organization, which is based on a self-reflective approach that captures the main features that are enduring and distinctive (Albert and Whetten 1985). Organizational identity has indicators including: 1). main (*centrality*), 2). continuity, and 3). different (*distinctive*) (Albert and Whetten 1985, and Gioia et al., 2000).

***Employee engagement*** as an illusory force that motivates workers to higher levels of performance Wellins and Concelman quoted (Limono, 2010), Another opinion from Harter, Schmidt, and Hayes *quoted* by Limono (2010) defines employee engagement as the involvement and satisfaction of individuals with a sense of enthusiasm for their work. Employee engagement is the emotional, cognitive and physical involvement of workers which then motivates them to complete tasks with a sense of satisfaction and enthusiasm.

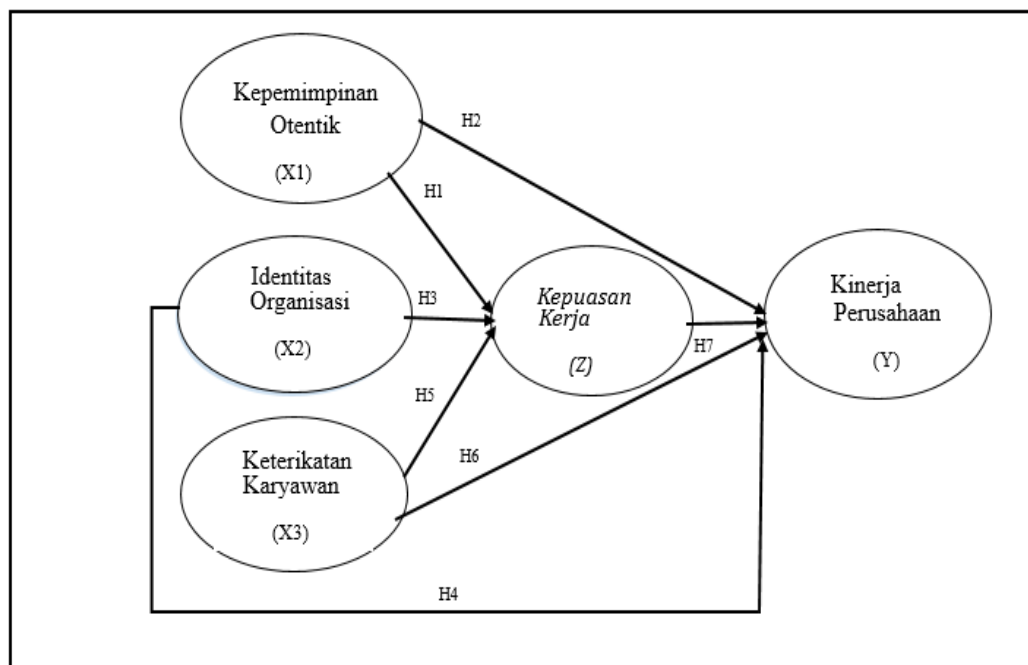
***Job satisfaction (Job Satisfaction)*** Employee engagement is the emotional, cognitive and physical involvement of workers which then motivates them to complete tasks with satisfaction and enthusiasm. (Harter et al., 2002). Employee Engagement has indicators including: 1). Vigor, 2). Dedication, and 3). Absorption (Noviandy, 2020).

***Company performance (Company Performance)*** is the results shown by an organization or the level of achievement of the implementation of an organization's tasks in an effort to realize the goals, objectives, mission and vision of the organization (Bastian (2015: 172). Company performance has indicators including: 1). Input, 2). Process, 3). Output or

(*output*), 4). Results (*outcome*), 5). Benefits (*benefits*), and 6). Impact (*impact*) (Mustopadjaja, 2013: 189).

### 3. RESEARCH METHODOLOGY

A research framework that describes the relationship between research variables can be built based on the problems and literature review shown in Figure 3.



Based on the variables selected by the researcher and the available literature, the following hypothesis was developed:

1. Authentic leadership has a significant impact on company performance.
2. Authentic Leadership through job satisfaction has a significant impact on company performance.
3. Organizational identity has a significant impact on company performance.
4. Organizational identity through job satisfaction has a significant effect on company performance.
5. Employee engagement has a significant impact on company performance.
6. Employee engagement through job satisfaction has a significant impact on company performance.
7. Job satisfaction has a significant impact on company performance.

This research is a causal research. The population of this study is all employees of PT. Surya Indo Plastic in Sidoarjo, a total of 208 employees. (Malhotra & Birks, 2007). The sampling technique in this study is non-random or non-probability sampling. The type of non-probability sampling used is saturated sampling, as many as 208 respondents. The analysis technique uses SEM (Structural Equation Modeling) with the help of Warp PLS (Warp Partial Least Square) software.

The data source in this study is primary data, obtained from questionnaire responses. Data were collected by providing several statements in the questionnaire and about their demographic factors, perceptions of responses using a 5-level Likert scale. with a score interval from 1 (strongly disagree) to 5 (strongly agree), then descriptive statistical analysis and hypothesis testing were carried out.

#### 4. RESULTS

Respondent descriptions include gender, age, education level, and marital status are shown in Table 1 as follows:

Table 1. Characteristics of respondents (N = 208)

Characteristics		Frequency	Percentage (%)
Gender	Male	146	70.2
	Female	62	29.8
Age	< 30 years	44	21,0
	31-40 years	134	64 ,5
	> 40 years	30	14.5
Education Level	SENIOR HIGH SCHOOL	122	58.7
	Bachelor	70	33,7
	Postgraduate	16	07.6
Length of work	< 1 year	30	14.4
	1-4 years	156	75.0
	> 4 years	22	10.6

Descriptive data analysis of 208 respondents shows that: the gender of respondents is dominated by men (70.2%). Respondent characteristics based on age, dominated in the age range of 31-40 years, which is 64.5 %, at the age of > 40 years, as much as 14.5 %, and at the age of < 30 years, as much as 21.0 % of respondents. The education level of the majority of respondents is high school which reaches 58.7 %, while the rest have a bachelor's degree 33.7 %, and postgraduate 07.6%. Length of work is dominated in the age range 1-4 years, which is 75.0 %.

Goodness of fit model is analyzed from the value of Average Path Coefficient (APC), Average R Squared (ARS), Average adjusted R-squared (AARS) and Average Variance Inflation Factor (AVIF). Table 2 shows the results of the analysis. Where AVIF and APC indicate the multicollinearity of independent variables and their relationships. The evaluation data indicates that the model is acceptable.

Table 2. Goodness of fit model

Results	Value	P-Value	Criteria	Description
Average path coefficient	0.347	0.000	$P_v \leq 0.05$	Supported
Average R-squared	0.871	0.000	$P_v \leq 0.05$	Supported
Average adjusted R-squared	0.868	0.000	$P_v \leq 0.05$	Supported
Average block VIF	3.795	0.000	$V \leq 5,000$	Supported

Source: WarpPLS Output

#### Validity Test of Research Variables

Discriminant validity is indicated by the AVE,s (square roots of average variance extracted) value, where the AVE,s value is in the diagonal position in the correlations among latent variables output of WarpPLS, and the expected value is greater than the correlation value in the same block. Based on Table 3, the value in the diagonal block is greater than the value in the same block. Thus, all variables meet the discriminant validity criteria.

Table 3. Correlations among latent variables

Variable	Kep_Ont	Iden_Or	Ket_Kar	Satisfaction	Kin_Per
Kep_Ont	<b>0.911</b>	0.333	0.830	0.369	0.369
Iden_Or	0.333	<b>0.895</b>	0.191	0.709	0.640
Ket_Kar	0.830	0.191	<b>0.996</b>	0.210	0.300
Satisfaction	0.369	0.709	0.210	<b>0.876</b>	0.755
Kin_Per	0.369	0.640	0.300	0.755	<b>0.813</b>

Source: WarpPLS Output

### Reliability Test of Research Variables

The reliability test of research variables is measured using two criteria, namely composite reliability and Cronbach's alpha.

Table 4. Reliability Test Results

Cut Off Value	Variable	Kep_On t	Iden_Or	Ket_Ka r	Satisfac tion	Notes
Cronbac h's Alpha	> 0.6	0.770	0.727	0.711	0.888	All items meet the requirements
Composi te Reliabilit y	> 0.7	0.802	0.716	0.839	0.802	

Source: WarpPLS Output

Table 4 shows that the cronbach alpha value of each variable is greater than 0.6. Also, the composite reliability value is greater than 0.7. Therefore, all constructs have met the requirements.

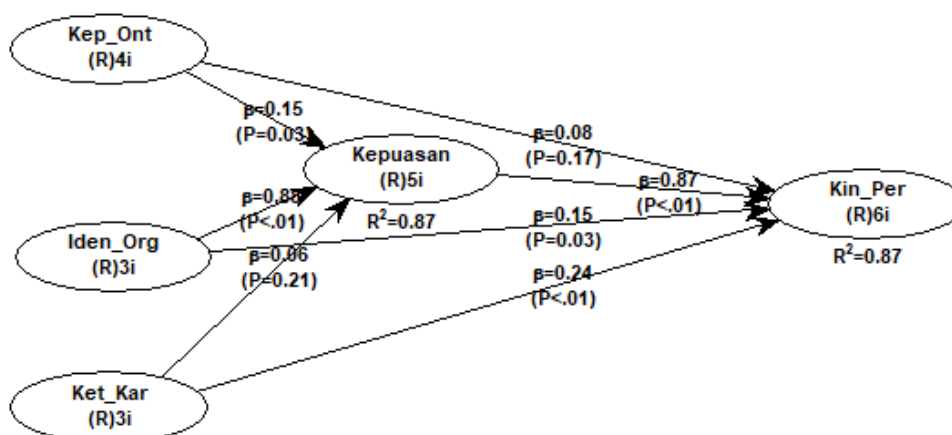


Figure 1. Coefficient of research model path (B= coefficient; p=probability; R<sup>2</sup>=determination)

## Hypothesis testing

Hypothesis testing is carried out based on the estimated significance values of the research model parameters as shown in Table 5.

Table 5. Hypothesis Testing

H	Relationship	Standardized Coefficient	P	Decision
H1	Authentic Leadership → Company performance	0.076	0.171	rejected
H 2	Authentic Leadership → Employee Job Satisfaction → Company Performance	0.128	0.012	accepted
H 3	Organizational Identity → Company Performance	0.155	0.026	accepted
H4	Organizational identity → Employee Job Satisfaction → Company performance	0.766	0.000	accepted
H5	Employee Engagement → Company Performance	0.237	0.001	accepted
H 6	Employee Engagement → Employee Job Satisfaction → Company performance	0.057	0.160	rejected
H 7	Employee Job Satisfaction → Company Performance	0.875	0.009	accepted

Source: WarpPLS Output

## 5. DISCUSSION AND DISCUSSION

This study found that company performance at PT. Surya Indo Plastic in Sidoarjo can be explained significantly by the variables authentic leadership, organizational identity, employee engagement and job satisfaction. This study also proves that job satisfaction is a positive intervening variable in this study. For clarity, the discussion and discussion of the research results are carried out one by one as follows:

### 5.1. Authentic Leadership has no significant effect on Company Performance.

The findings of this study inform that authentic leadership has no significant effect on company performance. Thus, authentic leadership does not provide reinforcement to company performance. This evidence shows that authentic leadership at PT. Surya Indo Plastic Sidoarjo according to respondents is not as expected. This is reflected in the respondents' answers which state that leaders do not yet understand their strengths and weaknesses in carrying out their duties, and do not yet have a good understanding of their own emotions and motivations. Leaders sometimes even hide important information related to work, and leaders have not communicated honestly and openly to employees.

The results of this study differ from the findings of Ayça (2023) who proved that authentic leadership and two additional components (trust in superiors and trust in the organization) have a positive effect on employee performance. The results of the study also differ from the findings of Batubara et al. (2025) which showed that authentic leadership has a significant effect on high employee performance and company performance. This shows the importance of authentic leadership and organizational culture in improving company performance, as well as providing insight into human resource management in the agribusiness sector. Also different from the findings of Kustiawan, U. (2023) who proved that authentic leadership is a driver of leadership trust and citizenship behavior that can produce employee performance. Authentic leadership is important for increasing trust in leaders and citizenship behavior.



## **5.2. Authentic Leadership has a significant influence on Company Performance through Job Satisfaction**

The findings of this study inform that authentic leadership has a significant effect on company performance through employee job satisfaction. Thus, authentic leadership provides reinforcement to company performance through employee job satisfaction. This informs that job satisfaction is a good intervening variable in the relationship between authentic leadership and company performance. at PT. Surya Indo Plastic Sidoarjo. Thus, to improve company performance can be done through authentic leadership and employee job satisfaction.

## **5.3. Organizational identity has a significant influence on Company Performance**

The findings of this study inform that influential organizational identity significant to company performance. Thus, organizational identity provides reinforcement to company performance . This evidence shows that The organizational identity of employees at PT. Surya Indo Plastic Sidoarjo according to respondents is good. This is reflected in the respondents' answers stating that organizational values are the main guideline in every decision taken, and the organization has a strong work culture in shaping the behavior of its employees. Even the identity of the organization is maintained despite facing changes or external challenges, and the organization consistently maintains the traditional values that have been built since the beginning.

The results of this study confirm the statement of Tajfel & Turner (1979) who stated that employees identify with their organization and its values, goals, and image. This identification influences how strongly they are committed to the organization and influences their behavior. Organizational identification refers to the degree to which employees personally connect with and internalize the identity of the organization. When employees strongly identify with the organization, they tend to align their goals with the organization's goals and show greater loyalty, commitment, and motivation. The results of this study are in accordance with the findings of Carmeli, Gilat & Waldman (2007) who showed that two forms of organizational performance (perceived social responsibility and development and perceived market and financial performance) are associated with organizational identification. However, when compared to perceived market and financial performance, perceived social responsibility and development have a greater effect on organizational identification, which in turn results in increased employee performance outcomes.

## **5.4. Organizational identity has a significant influence on Company Performance through employee Job Satisfaction**

The findings of this study inform that organizational identity has a significant influence on company performance through employee job satisfaction. Thus, organizational identity provide reinforcement to company performance through employee job satisfaction. This informs that job satisfaction is a good intervening variable, in the relationship between organizational identity and company performance. at PT. Surya Indo Plastic Sidoarjo. Thus, to improve company performance can be done through organizational identity and employee job satisfaction.

## **5.5. Employee Engagement has a significant impact on Company Performance**

The findings of this study inform that Employee engagement has a significant effect on company performance. Thus, employee engagement provides reinforcement to company performance . This evidence shows that Employee engagement at PT. Surya Indo Plastic Sidoarjo according to respondents is good. This is reflected in the respondents' answers which state that respondents are proud to be part of this organization, and are able to face challenges in work with enthusiasm. Even employees are very committed to their work, and highly dedicated to being part of this organization.

The results of this study, in accordance with the findings of Al-dalahmeh, Khalaf, & Obeidat (2018) showed that employee engagement significantly affects organizational performance and its three dimensions, passion, absorption, and dedication contribute significantly to organizational performance. They also showed that employee engagement

positively affects job satisfaction, where passion has the greatest contribution. In addition, it was found that job satisfaction significantly and positively affects organizational performance. Furthermore, job satisfaction only partially mediates the relationship between employee engagement and organizational performance. The results of the study, also in accordance with the findings of Fidyah & Setiawati (2020) which revealed that employee engagement positively and significantly affects job satisfaction and employee performance; job satisfaction positively and significantly affects employee performance; Furthermore, job satisfaction mediates the relationship between employee engagement and employee performance.

#### **5.6. Employee Engagement has no significant effect on Company Performance through Employee Job Satisfaction**

The findings of this study inform that employee engagement has no significant effect on company performance through employee job satisfaction, thus employee engagement does not provide reinforcement to company performance through employee job satisfaction. This informs that employee job satisfaction is a less good intervening variable in the relationship between employee engagement and company performance. at PT. Surya Indo Plastic Sidoarjo.

#### **5.7. Job Satisfaction has a significant effect on Company Performance**

The findings of this study inform that Employee job satisfaction has a significant influence on company performance, thus employee job satisfaction strengthens company performance. This evidence shows that Employee job satisfaction at PT. Surya Indo Plastic Sidoarjo according to respondents is good. This is reflected in the respondents' answers stating that my job gives me personal satisfaction, and I enjoy the responsibilities I carry out at work. Even the salary I receive is in accordance with the contribution I make to the company, and I am satisfied with the payroll system implemented in the company.

This study is in accordance with the findings of Pang & Lu (2018) which states that remuneration and job performance have a positive effect on financial performance dimensions such as return on assets, turnover growth rate, and profitability, while work environment and job autonomy have a positive effect on non-financial performance dimensions, such as customer service, employee productivity, and service quality. The results of the study are also in accordance with the findings of Bakotić (2016) which show a clear relationship between employee job satisfaction and organizational performance in both directions.

## **6. CONCLUSION AND SUGGESTIONS**

The findings of this study indicate that : Authentic leadership has a positive and insignificant effect on company performance.; Authentic leadership has a positive and significant effect on company performance through employee job satisfaction.; Organizational identity has a positive and significant effect on company performance.; Organizational identity has a positive and significant effect on company performance through employee job satisfaction.; Employee engagement has a positive and significant effect on company performance.; Employee engagement has a positive and insignificant effect on company performance through employee job satisfaction. Employee job satisfaction has a positive and significant effect on the performance of PT. Surya Indo Plastic Sidoarjo.

For further research, it is necessary to expand the scope of the research, It is also recommended to conduct further research on the influence of other factors that affect employee performance and other variables, which are not yet part of this research topic, where there are still many other variables that can affect company performance.

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