

The Role of Authentic Leadership and Organizational Culture on Work Behavior Mediated By Work Engagement of Employees in LPD Kuta District



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ABSTRACT: By understanding the work behavior of employees, the company will find it easy to manage and understand its employees with the aim of creating a consistent and positive work environment, so that all activities in the company run well and can make a profit for the company. Factors that influence a person's work behavior but indirectly and slowly but gradually make changes in the person's behavior, namely authentic leadership and organizational culture factors. This study was conducted based on field phenomena that indicate inadequate employee work behavior, allegedly caused by the weak role of authentic leadership, organizational culture and work engagement. The study aims to analyze the influence of authentic leadership and organizational culture on work behavior through work engagement. The associative causal research method with respondents LPD employees in Kuta District. The number of samples involved in this study was 69 respondents using the Slovin formula with proportional stratified random sampling. Data collection was carried out using a questionnaire. The data analysis technique used is SmartPLS. The results of the study showed that authentic leadership has a positive and significant effect on work behavior. Organizational culture has a positive and significant effect on work behavior. Authentic leadership has a positive and significant effect on work engagement. Organizational culture has a positive and significant effect on work engagement. Employee work engagement has a positive and significant effect on work behavior. Work engagement is able to mediate the indirect effect of authentic leadership on work behavior. Work engagement is able to mediate the indirect effect of organizational culture on work behavior. Suggestions that can be given to increase employee dedication are to increase employee enthusiasm for their work. For example, a company makes a challenge to choose the best division or team every month and gives rewards to the team that wins. Leaders can increase awareness around them about ethics according to morality and honesty, especially superiors so that they can provide examples or role models to subordinates, as well as increase responsibility and create order for others so that they can run well.

KEYWORDS: Authentic leadership, Organizational Culture, Work behavior and Work engagement

I. INTRODUCTION

Whether employee work behavior is good or not will be seen from how the company builds good HRM. An organization or company certainly has a vision, mission and company goals that have targets to be achieved every day. Achieving this goal of course requires human resources to support work and complete the company's goals. An organization needs employees who are passionate, love their work and will remain with the organization for a long time. This is because the relationship between performance achievements is strongly influenced by the presence of human resources.

Within a person there are behaviors that will later influence work behavior in a company or organization. Dani (2023) states that behavior is an element that makes a difference in humans. Behavior can also be observed so that we can correct, analyze and assess it so that it can be managed well. Work behavior is a very important part of an organization's working life, because work behavior is the actions and attitudes shown by the people who work. Employee work behavior is how an employee can actualize himself through attitudes at work, including enthusiasm and motivation at work.

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Based on data obtained from LPPLD Badung Regency (2023), it can be concluded that several types of products in several LPDs in Kuta District have not reached the target. This can indicate that employees have not fully worked optimally for the institution so that the results will not be in accordance with the institution's goals, vision and mission. LPD employees also have not worked according to the operational standards set by LPD. Less than optimal when working, lack of responsibility towards customers such as carelessness when recording in customers' savings books. According to observations of LPD employee objects in Kuta District, this behavior is seen from the achievement of targets in several LPDs that have not been achieved.

Apart from the decline in Work Behavior which can be seen from the target achievement data in 2023, researchers obtained information that employee Work Engagement has also decreased. The problem that occurs in LPDs in Kuta District is that the level of Work Engagement is decreasing, namely that some employees seem less enthusiastic about working because employees feel that the work they do tends to be monotonous and there is a lack of challenge in the work, so there are some employees who think they want to volunteer to be transferred to the part of work they originally worked in. in the office so I want to work in the field.

Based on the results of interviews with department heads, information was obtained that employees seemed less enthusiastic about completing tasks and often did not achieve the specified achievement targets. When employees are asked to do more challenging work (a new levy area), the employee refuses and asks to be replaced by a colleague. It is also seen that the employee lacks focus when working and accepts orders which causes miscommunication and differences of opinion. The results of interviews conducted with department heads also showed that employees were less willing to carry out tasks that were their responsibility, and had various reasons for refusing.

In previous research, there has been much discussion about the influence of Authentic Leadership and Organizational Culture on Work Behavior and mediated by work engagement. Not all of the results of these studies found a significant influence, some studies actually found the opposite. In this study, researchers want to confirm the existence of this gap and ensure the relationship between variables that influence employee work behavior at LPD in Kuta District.

II. LITERATURE RIVIEW

A. Authentic Leadership

Bill George said in his book entitled *Authentic Leadership* (2004) Authentic Leadership is leadership that has a conscience. Apart from that, he also wrote in his book entitled *True North* (2007) that authentic leadership is a leader who has a high EQ (Emotional Quotient). With human EQ continuing to develop, authentic leadership can also continue to develop (Munir N. S., 2019). It can be concluded that Authentic Leadership is a process in which a leader can influence a group of individuals to achieve goals together without coercion, by listening to input.

B. Organizational Culture

According to Banendro (2016), Organizational Culture can be described as the values, norms and artifacts accepted by organizational members as organizational climate, which will influence and be influenced by organizational strategy, organizational structure and systems. Meanwhile, according to Greebeg and Baron (2010), Organizational Culture is a cognitive framework that contains attitudes, values, norms and shared expectations held by members of an organization.

C. Work Engagement

According to Khan (1990), work engagement is the utilization of organizational members or their work roles. Apart from that, Work Engagement is defined as employees who work with great attention and effort and express themselves physically, cognitively and emotionally in their work role. Employees with high Work Engagement strongly identify with the type of work they do and really care about that type of work. Saks (2006) defines employee engagement as employee engagement, namely how much employees truly appreciate their work roles. Schaufeli, et al (2006) define engagement as a positive, satisfying, work-related attitude which is characterized by vigor, dedication and absorption.

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D. Work Behavior

Human behavior is a complex result of our intentions and perceptions about the current situation, as well as our assumptions or beliefs about the situation and the people in that situation. These assumptions are based on past experiences, cultural norms, and what is expected according to other people's teachings. Human behavior is the starting point for understanding how organizations function. How people in an organization function effectively requires recognizing differences in the individual behavior of their subordinates, then managing them towards positive work behavior in order to achieve goals effectively and efficiently.

III. RESEARCH METHODOLOGY

This research uses a quantitative approach, which basically involves a deductive-inductive approach. This research aims to examine the influence of Variable X (authentic leadership and organizational culture) on Variable Y (work engagement and work behavior). To analyze the influence of each variable, a simple linear regression analysis technique was used. This type of research was chosen because researchers wanted to find out how much influence work engagement as a mediator of authentic leadership and organizational culture has on employee work behavior. This research consists of two variables, namely the independent variable (X) which includes authentic leadership and organizational culture and the involvement variable (Y) which includes work engagement and work behavior at the Kuta District LPD. The population in this study is all employees at the LPD in Kuta District in 2023, totaling 225 employees. Based on calculations using the Slovin formula using an error limit of 10%, a total sample of 69 respondents was obtained. In determining the sample to be used, the Proportionate stratified random sampling technique was used.

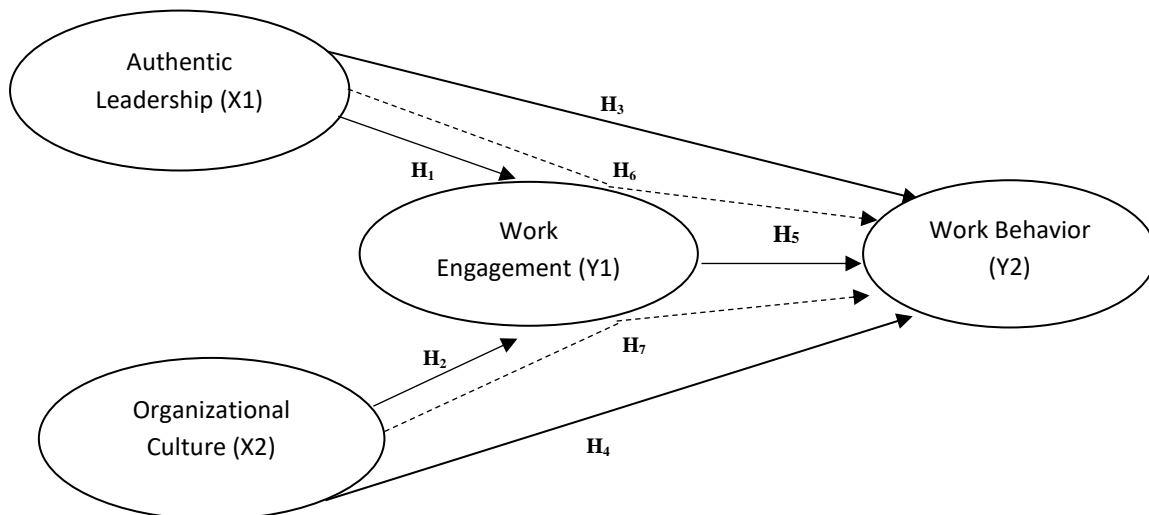


Figure 1. Conceptual Framework

IV. RESEARCH RESULT AND DISCUSSION

A. RESULT

Evaluasi Outer Model

In the evaluation of the variables Authentic Leadership, Organizational Culture, Work Engagement, Work Behavior, the outer loading value is greater than 0.50 and the T-Statistic is above 1.96. This means that all the items used are indicators of the variables Authentic Leadership, Organizational Culture, Work Engagement, Work Behavior and are valid as measuring variables.

Table 1. AVE Results

Variabel	AVE
X1. Authentic Leadership	0.609
X2. Organizational Culture	0.530
Y1. Work Engagement	0.707
Y2. Work Behavior	0.625

Table 1 shows that the AVE value for each variable has reached a value of > 0.50. This means that it can be concluded that each variable in this study is able to explain the value of the indicators that measure the latent variable.

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Table 2. Composite Reliability dan Cronbach's Alpha Results

Variabel	Composite Reliability	Cronbach's Alpha
X1. Authentic Leadership	0.841	0.787
X2. Organizational Culture	0.713	0.706
Y1. Work Engagement	0.876	0.775
Y2. Work Behavior	0.795	0.795

Table 2 shows that the composite reliability value of the three latent variables is above 0.70 and the Cronbach's alpha of the four latent variables is above 0.70, so it can be said that the indicator block reliably measures the variables.

Based on the results of the convergent, discriminant validity and composite reliability and Cronbach's alpha evaluations, it can be concluded that the items as measures of latent variables are valid and reliable measures. Next, an inner model analysis was carried out to determine the goodness of fit model in this research.

Model Struktural Evaluation

Table 3. Evaluasi Model Struktural Result

Model Struktural	Variabel Endogenus	R-square
1	Y1. Work Engagement	0.772
2	Y2. Work Behavior	0.815

Calculation Q2:
 $Q2 = 1 - [(1 - R12) (1 - R22)]$
 $Q2 = 1 - [(1 - 0,772) (1 - 0,815)]$
 $Q2 = 1 - (0,228) (0,185)$
 $Q2 = 1 - 0,042$
 $Q2 = 0.958$

Table 3 shows that the structural model evaluation results prove that the Q2 value (0.958) is close to 1. Thus, the results of this evaluation provide evidence that the structural model has good goodness of fit model. This result can be interpreted as meaning that 95.80% of the information contained in the data can be explained by the model, while the remaining 4.20% is explained by error or other variables that are not yet contained in the model.

Hypothesis Testing

A recapitulation of the Path coefficient validation test results for each path for direct influence can be presented in Table 4 below:

Table 4. Results of Direct Effect Hypothesis Testing

No.	Hubungan antar Variabel	Koefisien Jalur (Bootstrapping)	T- Statistics	P Values	Ket
1	X1. Authentic Leadership -> Y2. Work Behavior	0.325	5.184	0.002	H1 accepted
2	X2. Organizational Culture -> Y2. Work Behavior	0.522	4.289	0.000	H2 accepted
3	X1. Authentic Leadership -> Y1. Work Engagement	0.889	9.781	0.000	H3 accepted
4	X2. Organizational Culture -> Y1. Work Engagement	0.412	6.111	0.003	H4 accepted
5	Y1. Keterikatan Kerja -> Y2. Work Behavior	0.437	3.174	0.002	H5 accepted

Authentic Leadership has a positive and significant effect on work behavior. This result is indicated by a path coefficient of 0.325 with T-statistic = 5,184 (T-statistic > 1.96) and P-values = 0.002 (P-values < 0.05), so hypothesis 1 (H1): Authentic Leadership has a positive effect and significant to work behavior.

Organizational culture has a positive and significant effect on work behavior. This result is indicated by a path coefficient of 0.522 with T-statistic = 4,289 (T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05), so hypothesis 2 (H2): Organizational Culture has a positive effect and significant to work behavior.

Authentic Leadership has a positive and significant effect on work engagement. This result is indicated by a path coefficient of 0.889 with T-statistic = 9,781 (T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05), so hypothesis 2 (H3): Authentic Leadership has a positive effect and significant for work engagement.

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Organizational culture has a positive and significant effect on work behavior. This result is indicated by a path coefficient of 0.412 with T-statistic = 6,111 (T-statistic > 1.96) and P-values = 0.003 (P-values < 0.05), so hypothesis 4 (H4): Organizational Culture has a positive effect and significant to work behavior.

Work Engagement has a positive and significant effect on work behavior. This result is indicated by a path coefficient of 0.437 with T-statistic = 3,174 (T-statistic > 1.96) and P-values = 0.002 (P-values < 0.05), so hypothesis 3 (H5): Work Engagement has a positive effect and significant to work behavior.

Results of Indirect Testing of Mediation Variables

In testing the following hypothesis, the mediating role of the Work Engagement variable (Z) will be studied on the indirect influence of Authentic Leadership (X1) on Work Behavior (Y2). Testing of the indirect influence hypothesis in this study is presented in Table 5 below:

Table 5. Recapitulation of Mediating Variable Test Results

No.	Mediation Variabel	(a)	(b)	(c)	(d)	Ket
1	X1. Authentic Leadership -> Y1. Work Engagement -> Y2. work behavior	0,325 (Sig)	0,835 (Sig)	0,889 (Sig)	0,437 (Sig)	Partially mediated
2	X2. Organizational culture -> Y1. Work Engagement -> Y2. work behavior	0,522 (Sig)	0,876 (Sig)	0,412 (Sig)	0,437 (Sig)	Partially mediated

Work Engagement and Organizational Culture as mediation of the indirect influence of Authentic Leadership on work behavior. This result is shown from the mediation test that effects a, c, and d are significant and the coefficient of effect path a is less than the coefficient of effect path b. The results of this test show that authentic leadership can influence work behavior through work engagement which can be proven empirically. Other information that can be conveyed is that the mediating effect of work engagement variables on the indirect influence of Authentic Leadership and organizational culture on work behavior is partially mediated. This finding is an indication that the work engagement variable is a mediating variable on the indirect influence of authentic leadership and organizational culture on work behavior.

ect of the OCB variable on the indirect influence of servant leadership on employee performance is partially mediated.

B. DISCUSSION

The Influence of Authentic Leadership on Work Behavior

The results of hypothesis testing show that Authentic Leadership has a positive and significant effect on work behavior. These results indicate that improvements in Authentic Leadership can improve the Work Behavior of LPD Legian employees.

The Relation of Authentic Leadership to Work Behavior, that is, true leaders provide psychological assistance and psychological safety by being open, sharing, and supporting their employees which is considered an important variable in employee voice behavior. Specifically, authentic leadership objectively clears data, sets high standards of moral behavior, and fosters transparency in engaging subordinates (Sengupta et al., 2020). By possessing these characteristics, leaders can strengthen the trust of their subordinates, leading to the promotion of psychological help and security, and therefore followers will feel free to take risks (Schuckert et al., 2018).

The results of this research support research conducted by Yina Bai (2022) which states that Authentic Leadership has a positive and significant effect on work behavior. Apart from that, Erum Shaikh (2022) in his research also stated that Authentic Leadership has a positive and significant effect on work behavior. This is also in line with research conducted by Agus Purwanto (2021) that authentic leadership has a positive and significant effect on work behavior. Sri Astutik (2022) also obtained results that Authentic Leadership had a positive and significant effect on work behavior.

The Influence of Organizational Culture on Work Behavior

The results of hypothesis testing show that organizational culture has a positive and significant effect on work behavior. These results indicate that improvements in Organizational Culture can improve the Work Behavior of LPD employees in Kuta District.

Organizational culture can influence employee work behavior by setting expectations, forming attitudes and values, and defining acceptable norms. This can encourage behaviors such as collaboration, innovation and customer-centricity.

The results of interviews with several employees can be linked to the results of this research, namely that organizational culture has an influence in determining employee behavior in the company. This success will later shape behavior that shows how a good company culture can be implemented. The culture in this company will later influence the in-role and extra-role behavior of employees in carrying out and completing work.

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The results of this research support research conducted by Siti Zahreni (2021) that organizational culture has a positive and significant effect on organizational behavior. Bryan Manampiring (2019) in his research also stated that Organizational Culture has a positive and significant influence on organizational behavior at the Center for the Preservation of Cultural Values in North Sulawesi.

The Effect of Authentic Leadership on Work Engagement

The results of hypothesis testing show that Authentic Leadership has a positive and significant effect on work engagement. These results indicate that an increase in Authentic Leadership can increase the Work Engagement of LPD Legian employees.

The results of this analysis support previous research conducted by Firdaus (2018). This research states that a leader who shows an open attitude, is willing to provide information and the opportunity to have an opinion can further foster work engagement in employees. According to Hassan and Ahmed (2011) Authentic Leadership can create a sense of trust, so that employees will be more willing to be involved in their work or can be said to have higher work engagement.

In connection with the results of interviews with several employees, it can be concluded that Work Engagement is a positive attitude in individuals related to work which is carried out with all efforts to help the work or organization. Employee engagement is very necessary to have employees who work with enthusiasm and dedication. Employees who have high work engagement will be highly dedicated when working, high work morale shows that the employee has high work engagement. The reason why nurses have high dedication and enthusiasm is because employees feel comfortable with superiors who have authentic leadership.

The results of this research support research conducted by Elma Maelani (2021) which states that Authentic Leadership has a positive and significant effect on Study Work Engagement among Inpatient Health Center Health Workers in Kab. Magelang. Similar results were also obtained from research conducted by Tomas Gigol (2020) that Authentic Leadership had a positive and significant effect on work engagement.

The Influence of Organizational Culture on Work Engagement

The results of hypothesis testing show that organizational culture has a positive and significant effect on work engagement. These results indicate that improvements in Organizational Culture can increase the Work Engagement of LPD employees in Kuta District. To be able to increase work engagement, there needs to be a good organizational culture that can be accepted by all employees in the company. Anggraini, Astuti, and Prasetya (2016) found that good organizational culture increases the level of work engagement. Furthermore, the results of this research are strengthened by findings which show that there is an influence between Organizational Culture and leadership style on Work Engagement (Suharti & Suliyanto, 2012).

Judging from the average respondents' answers, it can be concluded that the Organizational Culture in the LPD in the Kuta District area is quite good. So in this case the company still has to try to pay attention to indicators that influence Organizational Culture in order to be able to further increase the value of Organizational Culture which is currently assessed in the quite good category. In Zahreni's (2021) research, if an organization has a strong culture, it influences the high level of employee engagement in an organization. This is in accordance with the situation in the LPD area of Kuta District that every employee is required to always be proactive, show excellence and try to work hard, always prioritize teamwork, produce innovation, and always be responsible.

The results of this research support research conducted by Siti Zahreni (2021) which states that organizational culture has a positive and significant effect on work engagement. Putriamadhana (2023) obtained similar results where organizational culture had a positive and significant effect on employee work engagement.

The Influence of Work Engagement on Work Behavior

The results of hypothesis testing show that work engagement has a positive and significant effect on work behavior. These results mean that an increase in Work Engagement can improve the Work Behavior of Legian LPD.

Work behavior can be influenced by internal factors and external factors. Internal factors include interactions between superiors and co-workers. This interaction between co-workers cannot be separated from employee engagement in the workplace (Nijenhuis, 2015; Kania et al., 2018). Someone with innovative work behavior dares to take risks and is able to face problems that arise (Putri & Rini, 2021). Work Engagement is a condition where individuals feel positive, satisfied, and motivated to do their work (Bakker & Leiter, 2010). Another opinion says that work engagement is a condition where an individual's mind can generate positive ideas which are supported by vigor, dedication and absorption (Hallberg & Schaufeli, 2006).

The results of this research support research conducted by Fairuz (2018) that there is a positive and significant influence of work engagement on work behavior. Nofianti (2021) in research results also obtained similar results regarding work engagement on work behavior. This research also supports research by Putri & Rini (2021) where work engagement has a big influence on work

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behavior. Likewise, Sottya's research results (2023) stated that work engagement was related to innovative work behavior in teachers at SMK Negeri "X" Surabaya.

CONCLUSIONS

Based on the results of the analysis and discussion carried out in this research, it can be concluded as follows: Authentic Leadership has a significant positive effect on work behavior. These results mean that improvements in Authentic Leadership can improve LPD Work Behavior in Kuta District. Organizational culture has a significant positive effect on work behavior. These results mean that improvements in organizational culture can improve LPD work behavior in Kuta District. Authentic Leadership has a significant positive effect on work engagement. These results mean that an increase in authentic leadership can improve the work engagement of LPD employees in Kuta District. Organizational culture has a significant positive effect on work engagement. These results mean that improvements in organizational culture can improve the work engagement of LPD employees in Kuta District. Employee work engagement has a significant positive effect on work behavior. These results mean that increasing employee work engagement can improve the work behavior of LPD employees in Kuta District. Work Engagement is able to mediate the indirect influence of Authentic Leadership on work behavior. These results provide the meaning that Authentic Leadership can improve employee behavior through increasing Work Engagement of LPD employees in Kuta District, the mediating effect of the Work Engagement variable on the indirect influence of Authentic Leadership on Work Behavior is partially mediated. Work Engagement is able to mediate the indirect influence of organizational culture on work behavior. These results provide the meaning that Authentic Leadership can improve employee behavior through increasing Work Engagement of LPD employees in Kuta District, the mediating effect of the Work Engagement variable on the indirect influence of Authentic Leadership on Work Behavior is partially mediated. Organizational culture has a significant positive effect on work behavior. These results mean that improvements in organizational culture can improve LPD work behavior in Kuta District.

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