

## The Influence of Motivation, Authentic Leadership, and Organizational Culture on Employee Performance in the South Bengkulu Health Office

Dio Raga Pratama<sup>\*1</sup>, Gerry Suryosukmono<sup>2</sup>

<sup>1,2</sup> Fakultas Ekonomi dan Bisnis Program Studi Manajemen, Universitas Bengkulu, Indonesia

E-mail : [\\*dioraga309@gmail.com](mailto:*dioraga309@gmail.com)

Corresponding Author

*revised* : 22/03/2024 *published* : 05/05/2024

**Abstract.** *This research aims to examine the impact of motivation, authentic leadership, and organizational culture on employee performance at the South Bengkulu Health Service. The population in this study were all employees at the South Bengkulu Health Service. The method used in this research is a quantitative method, and data collection uses a questionnaire with a purposive sampling method for 120 respondents. Data was processed through validity and reliability tests with SEM-PLS. The results of the analysis show that motivation, authentic leadership and organizational culture have a positive and significant influence on employee performance. These findings provide an important contribution to the development of management strategies in the context of healthcare organizations.*

**Keywords:** Motivation, Authentic Leadership, Organizational Culture, Employee Performance.

### Introduction

The current health conditions in Indonesia are a cause for concern. According to the report released by the Global Health Security Index in 2019, Indonesia has an average global health security index of 56.6 (Putri, A. M. H., 2023). This places Indonesia among the thirty countries with the lowest health security index globally (Asante et al., 2023). This factor is directly related to the government's role in establishing a health system that is easily accessible, affordable, prompt, and integrated. According to the report from the Indonesian Central Statistics Agency, in 2021, there were 11,874 health facilities in Indonesia, representing a 1.27% increase compared to the previous year (Annur, C. M., 2022). This increase reflects the government's efforts to enhance health infrastructure, which is inseparable from the role of health offices at the regional level. However, despite this improvement, the performance of health offices remains a focal point.

The success of the health office should be reflected in the provision of an effective health system, including the management of the Social Security Organizing Body (BPJS), the mitigation of stunting in toddlers, environmental health management, and other health programs at the local level. Considering the health accessibility conditions in the community, the results of the national socio-economic census in 2021 indicate that Bengkulu is one of the provinces with the lowest ownership of BPJS in Indonesia (Kusnandar, V. B., 2021). Furthermore, according to the Indonesian Nutrition Status Survey in 2022, Bengkulu also has the highest rate of stunting in



toddlers in Indonesia, reaching 19.8% (Annur, C. M., 2022). Therefore, there is a need for further evaluation of the performance of the South Bengkulu Health Office to address the health challenges faced in that region.

The comprehensive evaluation of the overall performance of an institution is reflected through the level of commitment and expertise exhibited by its employees (Cakir & Adiguzel, 2020). The role of employees in carrying out their duties has significant implications for the efficiency and effectiveness of public services, particularly in the field of health (Paais & Pattiruhu, 2020). Employee performance influences the organization's image and the success of services provided to the community (Ahmed *et al.*, 2020). The commitment and expertise of employees in their tasks can enhance the quality of healthcare services, provide appropriate solutions, and improve community satisfaction (Gopalakrishnan *et al.*, 2021). Therefore, research on employee performance in the South Bengkulu District Health Office and the factors influencing it becomes crucial for a comprehensive analysis.

The positive image of an institution or organization is reflected through the services provided, emphasizing the importance of leadership qualities based on integrity, transparency, honesty, and loyalty to espoused values (Lansing *et al.*, 2023). In the context of health services, where job demands are often high and complex, authentic leadership style becomes crucial in motivating employees to excel in their tasks. Research by Asabri (2019); Jumiran *et al.* (2020); and Waruwu *et al.* (2020) strengthens the positive relationship between authentic leadership and performance. Authentic leadership builds a work culture that focuses on moral values and ethics, creating a strong foundation for a healthy and sustainable work culture (Jumiran *et al.*, 2020). Research by Daraba *et al.* (2021) and Aboramadan *et al.* (2021) suggests that authentic leadership is not always significantly related to employee performance. Daraba *et al.* (2021) state that differences in interpretation and implementation of this concept can lead to uncertainty in its relationship. Mediating variables are needed to explain this phenomenon. Motivation and organizational culture are proposed as mediating variables to understand the relationship between authentic leadership and employee performance.

Employees led with an authentic leadership style tend to experience high intrinsic satisfaction, encouraging maximum contribution to their work (Chang *et al.*, 2020; Pulido-Martos *et al.*, 2023). Motivation arises from recognition, trust, and support (Dang & Chou, 2020), enhancing overall employee performance (Maryani *et al.*, 2021). Internal motivation, triggered by leaders with authentic leadership, influences employees' responses to challenges, stimulates creative solutions, and maintains a high level of commitment to organizational goals (Ribeiro *et al.*, 2022). Thus, motivation plays a fundamental role, impacting individual outcomes, productivity, and overall organizational sustainability.

Organizational culture plays a key role in the relationship between leadership practices and employee performance (Jamali *et al.*, 2022). It is reflected in its ability to shape collective identity, guide behavior, and facilitate adaptation to change (Hosseini *et al.*, 2020). A strong and positive organizational culture enhances trust, motivation, employee engagement, and overall organizational performance (Hosseini *et al.*, 2020). Organizational culture also translates authentic leadership principles into concrete actions and habits adopted by employees (Jacobs, 2020). Collective support for authentic leadership is reinforced by a consistent and supportive organizational culture (Taran, Y., 2023). Thus, organizational culture serves as the foundation linking authentic leadership principles with optimal employee performance, creating a productive and sustainable work environment.

A study on employee performance introducing motivation and organizational culture variables as mediators will be conducted at the South Bengkulu Health Office. The innovation of this research lies in the utilization of these mediation variables, which have been relatively underexplored previously. The unique research object aims to comprehend the role of employee performance in a more comprehensive manner, an aspect that has been minimally explored before. The hope is that this research can provide profound insights into on-field phenomena and be utilized to formulate national health policies, as well as support other relevant stakeholders.

## **Research Methods**

This research focuses on the South Bengkulu District Health Office, with the entire staff as the study population consisting of 120 respondents. A quantitative-explanatory approach is adopted, utilizing the total or saturated sample method in accordance with Sugiyono (2016: 85). The sample size corresponds to the population size which are 120 respondents. The questionnaire employs a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) and is distributed directly to the employees through Google Form. Data collection is conducted online. Data analysis involves descriptive statistical analysis and Structural Equation Modeling-Partial Least Squares (SEM-PLS) using SmartPLS 4. The choice of SEM-PLS is adjusted to the relatively small sample size. The analysis comprises three steps: outer model analysis, inner model analysis, and hypothesis testing, following the approach proposed by Hair *et al.* (2019). The variables analyzed include Authentic Leadership, Motivation, Organizational Culture, and Employee Performance (H1-H7).

## **Result and Discussion**

### **Result**

Table 2 provides valuable insights into the demographic characteristics of the respondents involved in the study. Firstly, it highlights that the majority of respondents are female, with 71 out of the total respondents identifying as women. This indicates a gender imbalance within the sample, potentially influencing the study's outcomes. Secondly, the age distribution of the respondents is concentrated predominantly between 26 to 35 years old, with 61 individuals falling within this age range. This suggests that the study primarily involves young adults in the early to mid-career stages of their professional lives. Furthermore, the educational background of the respondents reveals that Bachelor's degree (S1) is the dominant qualification, with 81 respondents holding this level of education. This indicates a well-educated sample, likely with a strong foundation in their respective fields. Lastly, in terms of work experience, the majority of respondents have a tenure ranging from 3 to 5 years, with 49 individuals falling within this category. This suggests that the sample consists mainly of individuals with moderate experience, potentially influencing their perspectives and responses in the study. Overall, understanding these demographic indicators is crucial for interpreting the findings and implications of the research accurately.

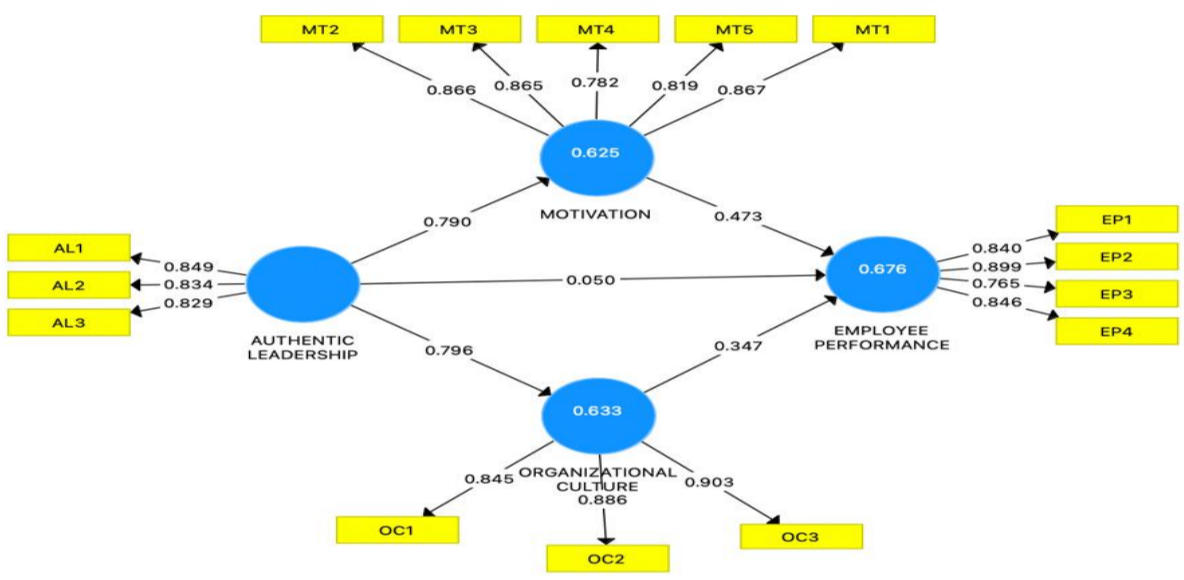
**Table 2.** Demographic of Respondents

Description	Frequency	Percentage
<b>Gender</b>		
Female	71	59,2%
Male	49	40,8%
Total	120	100%
<b>Age (y.o)</b>		
20-25	32	26,7 %
26-35	61	50,8%
36-50	25	20,8%
>50	2	1,7%
Total	120	100%
<b>Education</b>		
High School or Equivalent	9	7,5%
D3 (Diploma)	18	15%
S1 (Bachelor's Degree)	81	67,5%
S2 (Postgraduate)	12	10%
Total	120	100%
<b>Length of Employment</b>		

1-2	16	13,4%
2-3	37	30,8%
3-5	49	40,8%
>5	18	15%
Total	120	100%

Source: Data Processed (2024)

**Validity and Reliability Test Result**



**Figure 1.** Outer Model

This research applies the Structural Equation Modeling (SEM) method with Partial Least Squares (PLS) and utilizes the SmartPLS 4 software for data analysis. The initial stage of the analysis involves the examination of the external construct validity of the research model. The external model analysis process is carried out to evaluate the validity and reliability of the latent variable constructs. Validity is measured by assessing the factor loading values, where an indicator is considered valid and strong if the loading factor coefficient exceeds 0.6, following the guidelines proposed by Baharum et al. (2023). This criterion is applied to all factor loading values for latent variables measured in this study. Further information on the factor loading values for each indicator can be found in Figure 3, which presents the Factor Loading data.

**Table 3.** Outer Loading

Variables	Items	Loading Factor	Cronbach's Alpha	Composite Reliability	AVE
-----------	-------	----------------	------------------	-----------------------	-----

Authentic Leadership	AL1	0.849			
	AL2	0.834	0.787	0.876	0.701
	AL3	0.829			
Motivation	MT1	0.867			
	MT2	0.866			
	MT3	0.865	0.896	0.923	0.706
	MT4	0.782			
	MT5	0.819			
Organizational Culture	OC1	0.845			
	OC2	0.886	0.851	0.910	0.771
	OC3	0.903			
Employee Performance	EP1	0.840			
	EP2	0.899			
	EP3	0.765	0.859	0.905	0.704
	EP4	0.846			

*Source: Data Processed (2024)*

Referring to Figure 1 and Table 3, it can be noted that the Factor Loading values for all indicators exceed the threshold of 0.6. Therefore, it can be concluded that all indicators used in this study can be considered valid and reliable. It should be emphasized that the Organizational Culture variable shows the highest Factor Loading value, especially for indicator OC3, which reaches 0.903. Additionally, in the context of the Motivation variable, the most influential indicator is MT1, with the highest Factor Loading value reaching 0.867. Furthermore, in the Authentic Leadership variable, the most dominant indicator is AL1, with the highest Factor Loading value reaching 0.849. Lastly, the strongest relationship between the Employee Performance variable and indicator EP2 can be identified, with the highest Factor Loading value being 0.899. The conclusion from these highest Factor Loading values is that each indicator has the most significant contribution to the related variable.

Figure 1 and Table 3 depict an alternative approach in evaluating construct validity, where the reflective measurement in this study provides a high level of validity for each indicator in the respective variables. This is evident from the significant correlation values found in each indicator within the research constructs. All indicators show Factor Loading values above 0.60 for their respective construct variables, affirming the validity and overall strength of the indicators in this study. The validation of these results is further strengthened through the Average Variance Extracted (AVE) test, following the research criteria proposed by Hair *et al.* (2019) and Ghozali and Latan (2012). The AVE values for all research variables, namely Authentic Leadership,

Motivation, Organizational Culture, and Employee Performance, exceed 0.50 in this study. This reinforces the validity of all indicators, in line with the established threshold, and confirms the robustness of the measurement model.

In addition to validation, the external model analysis also involves the evaluation of the reliability of the research constructs. This reliability evaluation includes examining the Cronbach's alpha values and composite reliability. If the Cronbach's alpha value exceeds 0.6 (Hair, 2019), and the composite reliability exceeds 0.7 (Hair, 2019), it can be concluded that the constructs used can be considered reliable. Upon detailed examination of Table 2, which presents the composite reliability and Cronbach's alpha values for all variables, it can be concluded that all variables used in this study—Authentic Leadership, Motivation, Organizational Culture, and Employee Performance in the South Bengkulu District Health Office—are considered reliable, as all values exceed 0.7. These results reinforce the robustness and consistency of the measurement model and enhance confidence in the reliability of the constructs under investigation.

**Table 4. R-Square**

	<b>R Square</b>	<b>R Square Adjusted</b>
Employee Performance	0,676	0,667
Motivation	0,625	0,621
Organizational Culture	0,633	0,630

*Source: Data Processed (2024)*

After verifying the validity of all indicators in the study, the next step is to analyze the internal model using the coefficient of determination (R-squared) values. High R-squared values indicate the effectiveness of the model in explaining data variation. The results of the analysis in Table 3.3 indicate that the R-squared values for Employee Performance are 0.676, for Organizational Culture is 0.633, and for Motivation is 0.625. This indicates that 67.6% of the variation in Employee Performance, 63.3% in Organizational Culture, and 62.5% in Motivation can be explained by the independent variables used. Thus, these R-squared values provide an insight into how effective the model is in explaining the variation in each dependent variable.

**Table 5. Hypothesis Testing**

<b>PATH</b>	<b>Path coefficient</b>	<b>P-value</b>	<b>Result</b>
H1 Authentic Leadership -> Employee Performance	0.650	0.000	Supported
H2 Authentic Leadership -> Motivation	0.790	0.000	Supported

H3	Motivation -> Employee Performance	0.473	0.039	Supported
H4	Authentic Leadership-> Motivation-> Employee Performance	0.375	0.046	Supported
H5	Authentic Leadership->Organizational Culture	0.796	0.000	Supported
H6	Organizational Culture -> Employee Performanxe	0.347	0.000	Supported
H7	Authentic Leadership ->Organizational Culture -> Employee Performance	0.276	0.000	Supported

Source: Data Processed (2024)

Hypothesis testing is conducted to determine whether an assumption can receive support or not. This evaluation relies on the assessment of the path coefficients at a significance level of 5%, where the significance level probability should be  $\leq 0.05$  ( $\alpha=5\%$ ). The results from Table 5 indicate that the significance values (p-values) for the influence of Authentic Leadership, Motivation, and Organizational Culture on Employee Performance are 0.000 (H1), 0.000 (H3), and 0.000 (H6), respectively. All these values are less than 0.05 ( $<0.05$ ). Therefore, H1, H3, and H6 are considered supported. The analysis of the relationship between Authentic Leadership and Motivation and Organizational Climate has respective p-values of 0.000 (H2) and 0.000 (H5), where both values are less than 0.05 ( $<0.05$ ), so both hypotheses can be accepted. In line with this, the analysis of the mediating roles of Organizational Culture and Motivation in the relationship between Authentic Leadership and Employee Performance has respective p-values of 0.000 (H7) and 0.000 (H4). Both these values are also less than 0.05 ( $<0.05$ ), so both hypotheses of indirect influence are acceptable.

## Discussion

### Authentic Leadership, Motivation, and Employee Performance

The research findings affirm that Authentic Leadership has a positive and significant impact on employee performance in the South Bengkulu Health Office. Authentic leadership, characterized by authenticity, integrity, and honesty, encourages employees to contribute optimally. This finding aligns with previous studies by Asbari (2021) and Benarto *et al.* (2020), emphasizing the importance of authentic leadership in creating a supportive and motivating work environment. In the South Bengkulu Health Office, leaders can boost employee performance by



practicing authentic leadership. This involves leading by example with integrity and honesty, fostering open communication, providing regular feedback and recognition, empowering employees with responsibilities, investing in their development, and cultivating a positive work environment. These actions promote trust, engagement, and motivation among employees, ultimately driving organizational success. The relationship between Authentic Leadership and motivation also shows significant results, emphasizing the crucial role of leaders in connecting employees with organizational goals and enhancing performance. Consistency with previous research, as conducted by Nguyen *et al.* (2020), provides additional confirmation of the importance of authentic leadership in improving overall employee engagement, motivation, and performance.

When a leader adopts an authentic leadership style, it has a direct impact on employee motivation. Authentic leadership, encompassing honesty, integrity, and authenticity, creates an environment where employees feel valued, connected to organizational goals, and motivated to contribute their best (Chrisnanto & Riyanto, 2020). With this strong motivation, employee performance tends to improve indirectly. Employees inspired by authentic leadership are more committed to achieving organizational goals, working with dedication, and seeking creative solutions to challenges (Prabowo *et al.*, 2018). Therefore, the adoption of authentic leadership not only influences employee motivation but also serves as a catalyst for enhancing their overall performance.

### **Authentic Leadership, Organizational Culture, and Employee Performance**

This research findings affirm that Authentic Leadership positively and significantly impacts Organizational Culture. Authentic leadership practices create a strong foundation for engagement, trust, and collaboration within the organization. These findings align with previous research by Tore & Cetin (2020), highlighting the significant role of authentic leaders in shaping core values and norms within organizational culture. The presence of authentic leadership makes organizational members feel more connected to shared values, ultimately shaping a supportive culture. The results of this study are particularly relevant in the context of the South Bengkulu Health Office, emphasizing that authentic leadership is key to building an organizational culture that promotes well-being, collaboration, and sustainability.

Authentic leadership positively and significantly impacts organizational culture, shaping norms, beliefs, and attitudes accepted by organizational members (Sugiarti *et al.*, 2021). The presence of an authentic leader encourages organizational members to imbibe and internalize these values, creating a positive and supportive culture (Sugiarti *et al.*, 2021). Conversely, the lack of authentic leadership can lead to misalignment and confusion of values among organizational members. A positive organizational culture contributes to employee performance, motivating them to contribute maximally (Putra *et al.*, 2020). A work environment that supports positive values,

mutual appreciation, and collaboration creates an atmosphere where employees feel valued, engaged, and have a sense of ownership over common goals (Putra *et al.*, 2020). This enhances employee engagement, work enthusiasm, and dedication to achieving organizational targets.

A positive organizational culture is crucial for fostering innovation, collaboration, and individual growth, ultimately enhancing team productivity and effectiveness (Putra *et al.*, 2020; Leitão *et al.*, 2019; Wulur & Mandagi, 2023). Research conducted by Wulur & Mandagi (2023) further supports this notion, highlighting how a positive culture can lead to higher job satisfaction, reduced turnover rates, and a positive organizational image. Additionally, studies by Shamsudin & Velmurugan (2023) and Qasim *et al.* (2023) emphasize the role of a positive culture in shaping employee attitudes and behaviors, ultimately driving organizational performance. Therefore, organizations should prioritize the development and maintenance of a positive culture as a strategic approach to improving performance and ensuring long-term success.

## Conclusion

This study consistently demonstrates that authentic leadership significantly enhances performance, motivation, and organizational culture within the South Bengkulu Health Office. Leaders who emphasize authenticity, integrity, and honesty play a pivotal role in enhancing employee performance. Practices of authentic leadership serve to motivate employees, bolster their alignment with organizational objectives, and stimulate optimal performance. Furthermore, authentic leadership is instrumental in cultivating a positive organizational culture conducive to engagement, trust, and collaboration. The South Bengkulu Health Office should prioritize developing authentic leadership to improve performance. This involves identifying and nurturing leadership talent through training and mentorship. Additionally, fostering employee engagement with initiatives like incentive programs and open communication is crucial for a motivating work environment. Additionally, maintaining a positive organizational culture is vital. Emphasizing clear communication about core values and norms and creating an environment that supports collaboration and individual growth will strengthen organizational identity and enhance employee well-being. Lastly, further research is recommended to assess the long-term impact of authentic leadership, employee motivation, and organizational culture on overall organizational performance. This will provide deeper insights, assist in developing sustainable management strategies, and ensure long-term organizational success.

## References

### Journal

- Aboramadan, M., Alolayyan, M. N., Turkmenoglu, M. A., Cicek, B., & Farao, C. (2021). Linking authentic leadership and management capability to public hospital performance: the role of work engagement. *International Journal of Organizational Analysis*, 29(5), 1350-1370.
- Ahmed, T., Khan, M. S., Thitivesa, D., Siraphatthada, Y., & Phumdara, T. (2020). Impact of employee's engagement and knowledge sharing on organizational performance: Study of HR challenges in COVID-19 pandemic. *Human Systems Management*, 39(4), 589-601.
- Asabri, Masduki dan Dewina Novitasari. (2021). Pengaruh Authentic Leadership Terhadap Mentalitas Siap Berubah dan Kinerja Pegawai Paruh Waktu. *Business Management Journal*. Vol 17 No. 1
- Asante, A., Cheng, Q., Susilo, D., Satrya, A., Haemmerli, M., Fattah, R. A., & Wiseman, V. (2023). The benefits and burden of health financing in Indonesia: analyses of nationally representative cross-sectional data. *The Lancet Global Health*, 11(5), e770-e780
- Baharum, H., Ismail, A., Awang, Z., McKenna, L., Ibrahim, R., Mohamed, Z., & Hassan, N. H. (2023). The study adapted instruments based on Confirmatory Factor Analysis (CFA) to validate measurement models of latent constructs. *International Journal of Environmental Research and Public Health*, 20(4), 2860
- Bernarto, I., Bachtiar, D., Sudibjo, N., Suryawan, I. N., Purwanto, A., & Asbari, M. (2020). Effect of transformational leadership, perceived organizational support, job satisfaction toward life satisfaction: Evidences from Indonesian teachers. *International Journal of Advanced Science and Technology*, 29(3), 5495-5503.
- Chang, W., Busser, J., & Liu, A. (2020). Authentic leadership and career satisfaction: the meditating role of thriving and conditional effect of psychological contract fulfillment. *International Journal of Contemporary Hospitality Management*, 32(6), 2117-2136.
- Chrisnanto, C., & Riyanto, S. (2020). The Effect of Work Discipline, Organizational Commitment and Work Motivation on Employee Performance of the Directorate General of Construction Development Minister For Public Works and Housing Republic of Indonesia. *International Review of Management and Marketing*, 10(5), 159.
- Dahyar Daraba, Hillman Wirawan, Rudi Salam & Muhammad Faisal | (2021) Working from home during the corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance. *Cogent Business & Management*, 8(1), 1885573. : <https://doi.org/10.1080/23311975.2021.1885573>
- Dang, V. T., & Chou, Y. C. (2020). Extrinsic motivation, workplace learning, employer trust, self-efficacy and cross-cultural adjustment: An empirical study of Vietnamese laborers in Taiwan. *Personnel Review*, 49(6), 1232-1253.
- Gardner, W. L., Karam, E. P., Alvesson, M., & Einola, K. (2021). Authentic leadership theory: The case for and against. *The Leadership Quarterly*, 32(6), 101495.
- Gopalakrishnan, L., Diamond-Smith, N., Avula, R., Menon, P., Fernald, L., Walker, D., & Patil, S. (2021). Association between supportive supervision and performance of community health workers in India: a longitudinal multi-level analysis. *Human resources for health*, 19(1), 1-10.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to Use and How to Report The Results of PLS-SEM. *European Business Review*, 31(1), 2-24. <https://doi.org/10.1108/EBR-11-2018-0203>

- Hosseini, S. H., Hajipour, E., Kaffashpoor, A., & Darikandeh, A. (2020). The mediating effect of organizational culture in the relationship of leadership style with organizational learning. *Journal of human Behavior in the social environment*, 30(3), 279-288.
- Imam, H., Naqvi, M. B., Naqvi, S. A., & Chambel, M. J. (2020). Authentic leadership: unleashing employee creativity through empowerment and commitment to the supervisor. *Leadership & Organization Development Journal*, 41(6), 847-864.
- Jacobs, G., Kiniger-Passigli, D., Henderson, H., & Ramanathan, J. (2020). Catalytic Strategies for Socially Transformative Leadership: Leadership Principles, Strategies and Examples. *Cadmus*, 4(2).
- Jamali, A., Bhutto, A., Khaskhely, M., & Sethar, W. (2022). Impact of leadership styles on faculty performance: Moderating role of organizational culture in higher education. *Management Science Letters*, 12(1), 1-20.
- Jumiran, Novitasari, D., Nugroho, Y. A., Sutardi, D., Sasono, I., & Asbari, M. (2020). Pengaruh Dimensi Kepemimpinan Transformasional terhadap Kepuasan Kerja dan Komitmen Organisasional: Studi Kasus pada Dosen Perguruan Tinggi Swasta. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 600–621.
- 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.
- Kim, T. Y., David, E. M., Chen, T., & Liang, Y. (2023). Authenticity or self-enhancement? Effects of self-presentation and authentic leadership on trust and performance. *Journal of Management*, 49(3), 944-973
- Labrague, L. J., Al Sabei, S., Al Rawajfah, O., AbuAlRub, R., & Burney, I. (2021). Authentic leadership and nurses' motivation to engage in leadership roles: The mediating effects of nurse work environment and leadership self-efficacy. *Journal of nursing management*, 29(8), 2444-2452.
- Lansing, A. E., Romero, N. J., Siantz, E., Silva, V., Center, K., Casteel, D., & Gilmer, T. (2023). Building trust: Leadership reflections on community empowerment and engagement in a large urban initiative. *BMC Public Health*, 23(1), 1252.
- Leitão, J., Pereira, D., & Gonçalves, Â. (2019). Quality of work life and organizational performance: Workers' feelings of contributing, or not, to the organization's productivity. *International journal of environmental research and public health*, 16(20), 3803. <https://doi.org/10.3390/ijerph16203803>
- Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies*, 2(2), 1-16.
- Nguyen, P. T., Yandi, A., & Mahaputra, M. R. (2020). Factors that influence employee performance: motivation, leadership, environment, culture organization, work achievement, competence and compensation (A study of human resource management literature studies). *Dinasti International Journal of Digital Business Management*, 1(4), 645-662.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The journal of asian finance, economics and business*, 7(8), 577-588.

- Prabowo, T. S., Noermijati, N., & Irawanto, D. W. (2018). The influence of transformational leadership and work motivation on employee performance mediated by job satisfaction. *Jurnal Aplikasi Manajemen*, 16(1), 171-178.
- Pulido-Martos, M., Cortés-Denia, D., Luque-Reca, O., & Lopez-Zafra, E. (2023). Authentic leadership and personal and job demands/resources: A person-centered approach and links with work-related subjective well-being. *Current Psychology*, 42(33), 28994-29011.
- Putra, A. R., Hariani, M., Nurmalasari, D., Irfan, M., & Al Hakim, Y. R. (2020). Role of Work Environment and Organizational Culture to Job Performance. *Journal of Islamic Economics Perspectives*, 1(2), 1-13. <http://download.garuda.kemdikbud.go.id/article.php?article=2387834&val=22830&title=Role%20of%20Work%20Environment%20and%20Organizational%20Culture%20to%20Job%20Performance>
- Qasim, S., Ahmed, W., & Frooghi, R. (2023). Influence of employees' beliefs and values on shaping green work culture for boosting firm's environmental performance. *International Journal of Ethics and Systems*
- Ribeiro, N., Duarte, A. P., Filipe, R., & David, R. (2022). Does authentic leadership stimulate organizational citizenship behaviors? The importance of affective commitment as a mediator. *Sustainability Accounting, Management and Policy Journal*, 13(2), 320-340.
- Shamsudin, S., & Velmurugan, V. P. (2023). A study on the drivers of corporate culture impacting employee performance in IT industry. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(2), 13
- Sonmez Cakir, F., & Adiguzel, Z. (2020). Analysis of leader effectiveness in organization and knowledge sharing behavior on employees and organization. *Sage Open*, 10(1), 2158244020914634.
- Srimulyani, V. A., & Hermanto, Y. B. (2022). Organizational culture as a mediator of credible leadership influence on work engagement: empirical studies in private hospitals in East Java, Indonesia. *Humanities and Social Sciences Communications*, 9(1), 1-11.
- Sugiarti, E., Finatariyani, E., & Rahman, Y. T. (2021). Earning Cultural Values as A Strategic Step to Improve Employee Performance. *Scientific Journal of Reflection: Economic, Accounting, Management and Business*, 4(1), 221-230. <https://doi.org/10.37481/sjr.v4i1.270>
- TORRE, E., & CETIN, E. (2022). The Mediating Role of Organizational Culture in the Effect of School Managers' Authentic Leadership Behaviors on Teachers' Organizational Citizenship Behavior. *International Online Journal of Educational Sciences*, 14(2).
- Waruwu, H., Asbari, M., Purwanto, A., Nugroho, Y. A., Fikri, M. A. A., Fauji, A., Shobihi, A. W. I., Hulu, P., Sudiyono, R. N., Agistiawati, E., & Dewi, W. R. (2020). The Role of Transformational Leadership, Organizational Learning and Structure on Innovation Capacity: Evidence from Indonesian Private Schools. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 378-397.
- Wulur, L., & Mandagi, D. W. (2023). Employee performance 2.0: Antecedents and consequences of Gen Z employees performance. *SEIKO: Journal of Management & Business*, 6(2), 224-240



Yavuz, M. (2020). Transformational leadership and authentic leadership as practical implications of positive organizational psychology. In Handbook of research on positive organizational behavior for improved workplace performance (pp. 122-139). *IGI Global*.

Zeb, A., Abdullah, N. H., Hussain, A., & Safi, A. (2020). Authentic leadership, knowledge sharing, and employees' creativity. *Management Research Review*, 43(6), 669-690.

#### **Website/News**

Annur, C. M. (2021). Indeks Ketahanan Kesehatan Global Indonesia Peringkat ke 13 di G20 pada 2021. *Databoks*. <https://databoks.katadata.co.id/datapublish/2021/12/14/indeks-ketahanan-kesehatan-global-indonesia-peringkat-ke-13-di-g20-pada-2021>

Annur, C. M. (2022). Berapa Jumlah Sarana Kesehatan di Indonesia. *Databoks*. <https://databoks.katadata.co.id/datapublish/2022/03/07/berapa-jumlah-sarana-kesehatan-di-indonesia>

Annur, C. M. (2022). Daftar prevalensi balita stunting di Indonesia pada 2022. *Databoks*. <https://databoks.katadata.co.id/datapublish/2023/02/02/daftar-prevalensi-balita-stunting-di-indonesia-pada-2022-provinsi-mana-teratas>

Kusnandar, V. B. (2021). 10 Provinsi dengan angka kepemilikan jaminan Kesehatan terendah nasional pada 2021. *Databoks*. <https://databoks.katadata.co.id/datapublish/2021/12/24/10-provinsi-dengan-angka-kepemilikan-jaminan-kesehatan-terendah-nasional-pada-2021>

Putri, A. M. H. (2023). Perhatian Indeks Ketahanan Kesehatan RI masih Jauh di Bawah. *CNBC Indonesia*. <https://www.cnbcindonesia.com/research/20230315085601-128421755/perhatian-indeks-ketahanan-kesehatan-ri-masih-jauh-di-bawah>

#### **Conference Paper/Proceeding/Book**

Ghozali, I. Latan, H. (2012). Partial Least Square : Konsep, Teknik dan Aplikasi SmartPLS 2.0 M3. Semarang: Badan Penerbit Universitas Diponegoro

Masimane, B. A. (2023). Authentic Leadership, Motivation And Performance Of Employees Of Commercial Banks In Kenya (Doctoral Dissertation, Pan Africa Christian University).

Taran, Y. (2023). The challenge of authentic leadership in a volatile, uncertain, complex and ambiguous business environment. *The Emerald Handbook of Authentic Leadership* (pp. 125-144). Emerald Publishing Limited.