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SOCIAL GREEN  
BEHAVIOUR, ARTIFICIAL  
INTELLIGENCE AND  
BUSINESS STRATEGIES &  
PERSPECTIVES IN GLOBAL  
DIGITAL SOCIETY

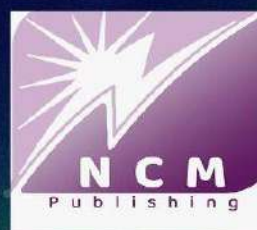
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Editors

*Assoc. Prof. Dr. Muhammad Ali Tarar*

*Dr. Muhammad Saghir Ahmad*

*Lawrence Walambuka*



# **Social Green Behaviour, Artificial Intelligence and Business Strategies & Perspectives in Global Digital Society**



## **Editors**

**Assoc. Prof. Dr. Muhammad Ali Tarar  
Dr. Muhammad Saghir Ahmad  
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**Published by:** NCM Publishing House

**Publishing Date:** 09.01.2024

**ISBN: 978-625-98685-3-0**

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# Social Green Behaviour, Artificial Intelligence and Business Strategies & Perspectives in Global Digital Society

Publication No: 13

**Editors** | *Assoc. Prof. Dr. Muhammad Ali Tarar*  
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**Cover Designer** | *Mr. Kerim KARADAL*

**ISBN** | 978-625-98685-3-0

**Publisher Certificate No** | 51898

**Publisher Type** | International Publishing House

**Release Date** | 2023



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## LIBRARY INFORMATION CARD

Tarar, Muhammad Ali and ; Ahmad, Muhammad Saghir; Walambuka, Lawrence; Editor, 1, 2024. **Social Green Behaviour, Artificial Intelligence and Business Strategies & Perspectives in Global Digital Society**. NCM Publishing House, Bursa.

Language: English

Editors: Assoc. Prof. Dr. Muhammad Ali Tarar; Dr. Muhammad Saghir Ahmad, Lawrence Walambuka

ISBN: 978-625-98685-3-0

## PREFACE

How well people work together is a crucial factor in the success of any business & organization. Social behavior and good leadership play important role in adoption of new innovations, technologies, and skills that ultimate change the pattern of communication to promote business, enhance sales and strengthen organization and industry in present era. The development of the Industrial Revolution brought changes to the adjustment of work in humans, machines, technology and processes in various professional fields, including the accounting profession. The Industrial Revolution requires the accounting profession to adapt to the development of information technology and big data. Facing today's latest industrial era, the development of the digital economy has opened new possibilities while simultaneously increasing risk. These changes have a significant impact on the development of accounting. In this era, technological developments and innovations seem to keep pace with time. New innovations encourage the creation of new markets and shift the existence of old markets. Smart machines and robots are now taking on many roles and seem to rule the world. In the Industrial Revolution 4.0 there was an extraordinary shift in various fields of science and profession, therefore the way accountants work, and practice needs to be changed to improve service quality and global expansion through online communication and the use of cloud computing and artificial intelligence.

Thank you for the hard work of the Steering Committee who has assessed the articles to be published in Social Behaviour, Leadership, Sales, Communication, Organization, Branding, Feasibility Analysis for Business Management: Inquiries with New Approaches in the Post-Pandemic Era.

This publication is dedicated to the world of science in the field of Accounting which is currently growing so rapidly. The development of Cloud Computing and Artificial Intelligence has played a role in changing the work order of Accountants.

**Assoc. Prof. Dr. Muhammad Ali Tarar;**  
**Bursa – January 2024**

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## CHAPTER 2

### Perceived Organizational Support & Authentic Leadership Effect on Organizational Commitment: Mediating Role of Job Satisfaction

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#### ABSTRACT

The purpose of this study was to analyse the impact of Perceived Organizational Support, Authentic Leadership on Organizational Commitment mediated by Job Satisfaction. This research was conducted using 150 FMCG employees in South Jakarta. Hypothesis testing uses the Structural Equation Model analysis tool and the sampling method uses purposive sampling.

The results of hypothesis testing in this study show that there is an influence of Perceived Organizational Support on Job Satisfaction, there is an effect of Authentic Leadership on Job Satisfaction, there is an effect of Job Satisfaction on Organizational Commitment, there is no effect of Perceived Organizational Support on Organizational Commitment, there is an effect of Authentic Leadership on Organizational Commitment, there is an influence of Perceived Organizational Support on Organizational Commitment mediated by Job Satisfaction and there is an effect of Authentic Leadership on Organizational Commitment mediated by Job Satisfaction. The implication for managers are that they can provide attention to their employees by providing good support and authentic leadership as well as motivating and guiding employees to feel satisfied at work which will improve employees performance so that they are more committed to the company.

**Keywords:** *Perceived Organizational Support, Authentic Leadership, Job Satisfaction, Organizational Commitment*

## 1. INTRODUCTION

The COVID-19 pandemic is a global health issue that has impacted various fields, including the economy and business, which are the foundation of people's lives. During the COVID-19 pandemic, companies experienced significant changes following business dynamics and market developments (Mas' udi and Winanti, 2020). With the COVID-19 pandemic currently hitting the world, especially in Indonesia, companies must pay attention to their human resources to maintain business continuity. Without human resources, a company cannot carry out all its organizational functions and achieve the expected targets or objectives (Jehanzeb and Mohanty, 2020).

One indicator of a company's superiority over others is having committed human resources (Chai et al., 2020). Committed forces such as Organizational Commitment provide the basis for the Company's growth. Organizational Commitment reflects the employee's positive relationship with the company. For this reason, employees with high Organizational Commitment will do their best and be responsible for the company's development. Committed employees will work optimally, devoting their attention, thoughts, energy, and time to their work, ensuring they do what the company expects (Hadian, 2017).

Employee Organizational Commitment is not only limited to the "organization-employee" relationship but is also influenced by employee Job Satisfaction (Kim et al., 2017). Organizational Commitment is closely related to Job Satisfaction. If employees feel satisfied with their work, this will lead to employee loyalty and company success (Lari Dashtbayaz et al., 2022).

Job Satisfaction is essential not only for employees but also for companies. This is because individuals with high Job Satisfaction will work more enthusiastically and efficiently in achieving their company's goals (Çınar et al., 2022).

Organizational support is significant for employees and a critical factor that increases Job Satisfaction and Organizational Commitment (Pattnaik et al., 2020). The relationship between employees and the company is also the main focus of Perceived Organizational Support, which refers to employees' overall beliefs about how much the company cares about their welfare and values their contributions (Baliartati, 2014). Suppose an employee in a company can feel that there is organizational support that is in accordance with the employee's norms, desires, and expectations. In that case, a strong emotional bond will automatically be formed with the organization, which can directly impact Job Satisfaction and Organizational Commitment (Tjandra et al., 2022). Besides the socio-emotional support provided to employees, companies can also implement an appropriate leadership style. Leadership is a crucial instrument of success in all types of organizational activities. Because of this, companies are trying to test and implement new types of leadership, one of which is Authentic Leadership (L et al., 2018). Many studies prove that leadership also influences Organizational Commitment. Leadership is a crucial instrument of success in all types of organizational activities. Because of this, companies are trying to test and implement new types of leadership, one of which is Authentic Leadership (L et al., 2018). Authentic leadership is suitable for building employee commitment because leaders have strong personal values, beliefs, and the integrity and trust of their subordinates (Williams et al., 2021). The perceived authenticity of a leader influences



subordinates to feel more committed to achieving organizational goals and objectives (Rego et al., 2016).

Research conducted by (L et al., 2018) explains that leaders play an important role in employees' lives because leaders provide direction to employees, helping them achieve goals and objectives. The more authentic the leaders are, the higher the job satisfaction, which results in employees' desire to remain committed to the company.

Indonesia's FMCG (fast-moving consumer goods) companies face an increasingly competitive environment. The increasing number of industries operating in the FMCG sector means that companies must improve their performance. This FMCG company generally sells daily necessities such as food, drinks, body/personal care, and home cleaning products. The FMCG business looks very promising because it has a vast target market, and its products are needed by all levels of society in their daily activities. However, there are many players in this business, and they are MNC companies with firm capital and other resources. For this reason, these companies need employees who have skills and are competent to achieve high company performance. Company managers must ensure employees have high job satisfaction and organizational commitment, resulting in optimal company performance.

The results of previous research conducted by To and Huang, (2022) and (Jang et al., 2022) show that Perceived Organizational Support and Authentic Leadership influence Job Satisfaction. In today's increasingly competitive conditions, researchers want to know whether Job Satisfaction can mediate between Perceived Organizational Support and Authentic Leadership on Organizational Commitment. Thus, this research aims to fill the gap in previous literature by investigating the mediating effect of Job Satisfaction on the relationship between Perceived Organizational Support and Authentic Leadership on Organizational Commitment.

## **2. LITERATURE REVIEW**

### **2.1 Perceived Organizational Support**

Perceived Organizational Support is an employee's perception of the organization's support and assistance and concern for providing socio-emotional assistance and welfare for their employees. Perceived Organizational Support is determined by how the company treats each employee and how employees feel this support. Therefore, Perceived Organizational Support can provide positive results for the company and its employees.

As stated (Ziaaddini, 2013), Perceived Organizational Support is specifically based on three factors:

1. Fairness

Employee perceptions of how much the company values fairness are essential components of perceived organizational support.

2. Supervisor Support

Employees develop a general perception of how much their contributions are valued by the company, just as they develop a general perception of how much their supervisors care about their well-being.

3. Organizational Rewards and Job Conditions

Providing appropriate recognition for extra efforts can help employees feel supported at work.

## 2.2 Authentic Leadership

Authentic Leadership is a leadership style that requires leaders to be transparent. An authentic leader must be consistent between his behavior and his beliefs in showing his thoughts, attitudes, and actions to his subordinates. Authentic Leadership develops from self-awareness, moral perspective, and balanced cognitive processes.

Delić et al., (2017) stated that Authentic Leadership consists of four components: self-awareness, relational transparency, balanced processing, and internalized moral perspective.

1. Self-awareness relates to how well a leader knows himself, such as values, identification, goals, strengths, and emotions.
2. Relational transparency is related to showing one's identity to other people.
3. Balanced processing involves objective analysis of all relevant data and accepting all options when making decisions.
4. Internalized moral perspective The internalized moral perspective concerns how moral standards and values consistently guide a leader.

## 2.3 Job Satisfaction

Job satisfaction is defined as employees' positive feelings about their work and various aspects of it. If employees feel satisfied with their work, this will refer to the extent to which employees like and are free from feeling stressed about their work.

According to Lim and Ling (2012), the factors that influence Job Satisfaction are:

1. Satisfaction with career opportunities  
Opportunities for employees to develop their potential within an organization.
2. Nature of work  
Efforts made by employees in completing work and events faced within the company.
3. Overall working environment  
Relating to the psychological, physical, and social environment in an organization.

## 2.4 Organizational Commitment

Organizational Commitment is an employee's psychological attachment to the organization. Organizational Commitment reflects passive commitment and the employee's positive relationship with the company.

According to (Ayodele et al., 2020), three factors influence an employee's commitment, namely:

1. Personal characteristics, positions, and variations in the different needs and desires of each employee
2. Job characteristics, such as identity and opportunities to interact with coworkers
3. Work experience, such as the reliability of the organization in the past

Organizational Commitment has three components: affective commitment, normative commitment, and continuance commitment (Ananditha et al., 2023)

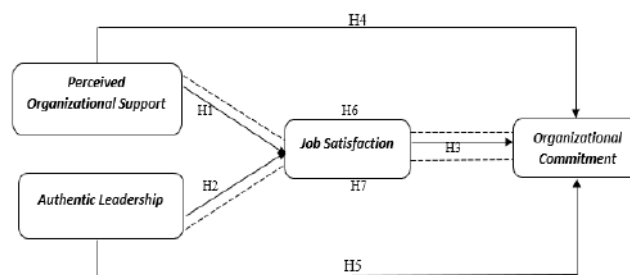
1. Affective commitment is related to emotional ties to the organization.

2. Continuance commitment is when an individual feels they will lose more if they leave their job at the organization.
3. Normative commitment refers to an individual's feelings about remaining in the organization.

## 2.5 Conceptual Framework

The conceptual framework in this research comes from several theories and previous research. This conceptual framework results from modifications from research conducted by To and Huang (2022) and supported by research conducted by Jang et al., (2022). To and Huang (2022) research examines the influence of Perceived Organizational Support and Job Satisfaction on Organizational Commitment. This research shows that organizational commitment is significantly influenced by perceived organizational support and job satisfaction. This research is also based on previous research conducted by Jang et al., (2022), which examined the influence of Authentic Leadership on Job Satisfaction. The results of this research prove that Authentic Leadership positively influences Job Satisfaction.

From the explanations above, the context framework for this research can be described in Figure 1 as follows:



Source: (To and Huang, 2022) (Jang et al., 2022)

**Figure 1**  
**Conceptual Framework**

## 2.6 Hypothesis Development

1. Perceived Organizational Support for Job Satisfaction  
(Rhoades & Eisenberger, 2002) examined the relationship between Perceived Organizational Support and Job Satisfaction. The results are that Perceived Organizational Support and Job Satisfaction are related to each other. Bogler dan Nir (2012) explored the influence of Perceived Organizational Support on Job Satisfaction; the results were that Perceived Organizational Support had a direct influence on Job Satisfaction. The direct influence of Perceived Organizational Support on Job Satisfaction is empirically supported by Maan et al. (2020). Thus, this research proposes a hypothesis that:  
H1: Perceived Organizational Support influences Job Satisfaction
2. Authentic Leadership towards Job Satisfaction.  
Previous research shows that Authentic Leadership increases employee Job Satisfaction (Walumbwa et al., 2011). Authentic leaders foster open and transparent relationships with followers (Černe et al., 2013), which increases employees' feelings of security in their

relationship with the leader (Rahimnia and Sharifirad, 2015). This Authentic Leadership characteristic contributes to increasing Job Satisfaction. Consistent with previous findings, the following hypothesis is proposed:

H2: Authentic Leadership Influences Job Satisfaction

3. Job Satisfaction on Organizational Commitment

Several studies show that Job Satisfaction positively influences Organizational Commitment in non-academic contexts, such as telephone call centers, MSMEs, manufacturing companies, civil aviation, the IT sector, and insurance companies (Ashraf, 2020). In academic institutions, overall performance is determined by a teacher's behavior and attitudes, which must be fostered to increase a teacher's job satisfaction and commitment (Bashir dan Gani, 2019). Ashraf (2020) emphasized that positive Job Satisfaction can increase Organizational Commitment. A positive and productive university environment leads to adequate Job Satisfaction for employees (Anari, 2012), encouraging their Organizational Commitment and increasing university output (Sabir et al., 2011). Thus, the following hypothesis can be formulated:

H3: Job Satisfaction influences Organizational Commitment.

4. Perceived Organizational Support for Organizational Commitment

Organizational support theory describes employees' emotional attachment to their organization. When employees believe that they have good support from the organization, they feel responsible for reciprocating, in some way, to their organization (Claudia, 2018). The findings of (Joiner and Bakalis, 2006) and (Panaccio and Vandenberghe, 2009) reported that Perceived Organizational Support positively affected Organizational Commitment in Western culture. So, the following hypothesis can be formulated:

H4: Perceived Organizational Support influences Organizational Commitment.

5. Authentic Leadership towards Organizational Commitment

Employees develop a solid attachment to the organization through transparent relationships with authentic leaders (Hlongwane and Olivier, 2017). Previous research shows that Authentic leadership positively impacts Organizational Commitment (Roncesvalles and Gaerlan, 2021). Then, the following hypothesis can be proposed:

H5: Authentic Leadership influences Organizational Commitment.

6. Job Satisfaction Mediates the Effect of Perceived Organizational Support and Organizational Commitment

The research conducted (Kara and Yücekaya, 2021) states that the mediating role of Job Satisfaction in the influence of Perceived Organizational Support on Organizational Commitment has a full mediating role in this relationship. Consider studies that examine the relationship between Perceived Organizational Support and Organizational Commitment to determine the mediating role of Job Satisfaction. So, the hypothesis formed is as follows:

H6: The mediating role of Job Satisfaction influences Perceived Organizational Support and Organizational Commitment.

7. Job Satisfaction Mediates the Effect of Authentic Leadership and Organizational Commitment.

As previously stated, Authentic Leadership impacts Job Satisfaction, and Job Satisfaction directly impacts Organizational Commitment (Iqbal et al., 2020). More satisfied employees

are more willing to stay with the organization, positively impacting Organizational Commitment (L et al., 2018). Furthermore, research (Iqbal et al., 2020) found a significant influence of Authentic Leadership on Organizational Commitment, which Job Satisfaction mediated. So, a hypothesis can be formulated that:

H7: The mediating role of Job Satisfaction influences Authentic Leadership and Organizational Commitment.

### 3. RESEARCH METHOD

The design used in this research uses quantitative descriptive, namely a method for creating an objective picture of a situation using numbers. Next, data analysis uses hypothesis testing, namely testing the relationship between variables, especially whether there are differences between two or more groups in the summary of variables (Sekaran and Bougie, 2017). Then, the research setting in this study uses non-contrived, namely direct field studies.

Data collection in this research used primary data with survey research by distributing questionnaires via a Google form link as a data collection tool. The time horizon of this study uses cross-sectional data. The unit of analysis used is the individual, where the object studied is Fast Moving Consumer Goods (FMCG) employees.

This research uses independent, intervening, and attachment variables: Perceived Organizational Support and Authentic Leadership as independent variables, Job Satisfaction as a moderating variable, and Organizational Commitment as a dependent variable.

The Perceived Organizational Support variable was measured using a questionnaire adapted from (Wayne et al., 1997) containing 5 statement items. These items are:

1. Management cares about my general satisfaction at work.
2. Management takes my goals and values very seriously
3. Management cares about my opinion.
4. Management is proud of my achievements at work.
5. Help is available from management when I have problems.

Authentic Leadership is measured by a questionnaire using 16 statement items developed by Neider dan Schriesheim (2011). These items are:

1. My leader asks for feedback to improve his relationships with others.
2. My leader describes his abilities to others accurately.
3. My leader shows that he understands his strengths and weaknesses.
4. My leader is aware of his influence on others.
5. My leader clearly states what he means.
6. My leader admits mistakes when they make them.
7. My leader openly shares information with others.
8. My leader expresses his ideas and thoughts clearly to others.
9. My leader shows consistency between his beliefs and actions.
10. My leader uses his beliefs to make decisions.
11. My leader resists pressure to do things that are contrary to his beliefs.
12. Moral standards guide my leader's actions.
13. My leader asks for challenging ideas.

14. My leader carefully listens to other perspectives before concluding.
15. My leader objectively analyzes before making decisions.
16. My leader encourages others to voice different points of view.

The Job Satisfaction variable was measured by a questionnaire using 3 statement items developed by (Peterson et al., 2011). These items are:

1. Overall, I am satisfied with my job.
2. Overall, I do not like my job.
3. Overall, I like working here.

Organizational Commitment as the dependent variable in this study was measured using a questionnaire adapted from (Allen and Meyer, 1996) using 6 statement items. These items are:

1. I feel that organizational problems are my problems.
2. For me, the organization has much personal meaning.
3. I have a strong sense of belonging to my organization.
4. I feel like a 'part of the family' in my organization.
5. I believe that a person should be loyal to his organization.
6. I feel indebted to the organization because of what it has done for me.

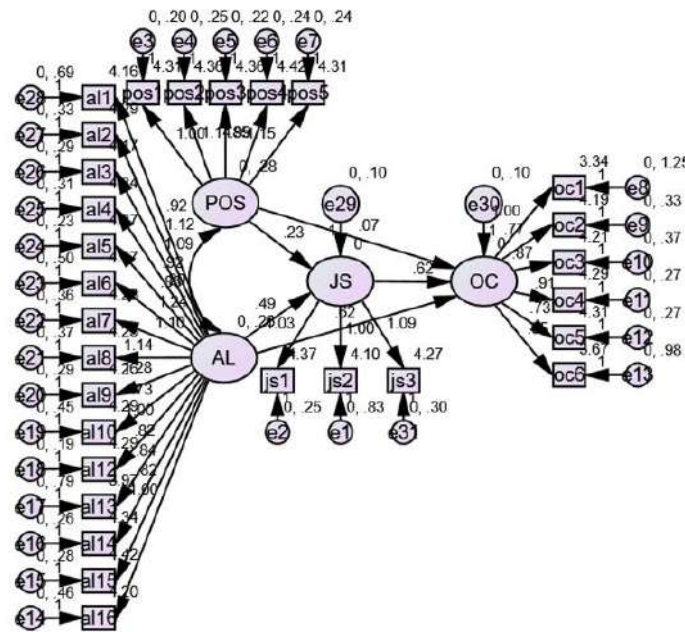
The variables measured are based on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree)

Data related to the problem to be studied is needed to carry out research. Data sources were also obtained from questionnaires and literature studies. The sample collection technique used is Nonprobability Sampling, a purposive sampling procedure. The sample studied was 150 employees at Fast Moving Consumer Goods (FMCG) with the minimum criteria of working for the last year. Instrument Tests ensure that the measuring tools used in this research are consistent and accurate.

In this research, the analysis method used is Structural Equation Modeling (SEM) with the help of AMOS 22 software.

#### **4. RESULT AND DISCUSSION**

The results of the hypothesis analysis from this research can be seen in the image below which is the result of analysis using Amos processing.



Source: AMOS 22 Output Result

**Figure 2**  
**Structural Equation Mode**

The first hypothesis tests the influence of Perceived Organizational Support on Job Satisfaction. The results of the hypothesis are as follows:

**Table 1. Hypothesis Testing Results 1**

Hypothesis	Estimate	p-value	Decision
<b>Perceived Organizational Support has a positive effect on Job Satisfaction</b>	0.231	0.048	H1 Supported

Based on the hypothesis test results in the table above, this hypothesis has an estimated value of 0.231 with a p-value of  $0.048 < 0.05$ , which means the hypothesis is supported ( $H_a$  is accepted). The results of testing the first hypothesis support the previous research by Wai Ming To dan Guihai Huang (2022). This research explains that there is a positive and significant influence between Perceived Organizational Support and Job Satisfaction. This shows that FMCG employees have good welfare and job satisfaction because the company has met the socioemotional needs of employees and implemented support to appreciate the contribution and performance of its employees.

The second hypothesis tests the effect of Authentic Leadership on Job Satisfaction. The results of the hypothesis are as follows:

**Table 2. Hypothesis Testing Results 2**

Hypothesis	Estimate	p-value	Decision
<b>Authentic Leadership has a positive effect on Job Satisfaction</b>	0.485	0.002	H2 Supported

Based on the hypothesis test results in the table above, this hypothesis has an estimated value of 0.485 with a p-value of  $0.002 < 0.05$ , which means the hypothesis is supported ( $H_a$  is accepted). The results of testing the second hypothesis support previous research conducted by (Jang et al., 2022) and (Iqbal et al., 2020), which stated that there is a positive and significant influence between Authentic Leadership and Job Satisfaction. This shows that the company has authentic leaders in line with their beliefs, thoughts, and behavior, which are based on ethics and morals and lead with honesty. Employee job satisfaction will increase because authentic leaders foster a positive organizational climate that is moral and communicative and supports employees from the lowest level.

The third hypothesis tests the effect of Job Satisfaction on Organizational Commitment. The results of the hypothesis are as follows:

**Table 3. Hypothesis Testing Results 3**

Hypothesis	Estimate	p-value	Decision
<b>Job Satisfaction has a positive effect on Organizational Commitment</b>	0.622	0.004	H3 Supported

Based on the hypothesis test results in the table above, this hypothesis has an estimated value of 0.622 with a p-value of  $0.004 < 0.05$ , which means the hypothesis is supported ( $H_a$  is accepted). The results of testing the third hypothesis support the results of previous research conducted in 2020) (Bashir and Gani, 2020), (Anari, 2012), and (Sami and Sabri, 2011), which stated that there is a positive and significant influence between Job Satisfaction on Organizational Commitment. This shows that a positive and productive company environment leads to adequate job satisfaction (Job Satisfaction) for employees, encouraging their Organizational Commitment.

The fourth hypothesis tests the influence of Perceived Organizational Support on Organizational Commitment. The results of the hypothesis are as follows:

**Table 4. Hypothesis Testing Results 4**

Hypothesis	Estimate	p-value	Decision
<b>There is a positive influence of Perceived Organizational Support on Organizational Commitment</b>	0.069	0.321	H4 Not supported



Based on the hypothesis test results in the table above, this hypothesis has an estimated value of 0.069 with a p-value of  $0.321 > 0.05$ , which means the hypothesis is not supported ( $H_a$  is rejected). Thus, the results of this study do not support several previous studies conducted by Kara and Yücekaya, (2021), Claudia, (2018), and To and Huang, (2022), which concluded that Perceived Organizational Support has a positive and significant influence on Organizational Commitment. This shows that other factors influence employee commitment. This can be in the form of less cooperative co-workers, lack of compensation provided by the company, or company policies that can negatively affect employees physically and emotionally so that employees are less motivated, which impacts their commitment to the company.

The fifth hypothesis tests the influence of Authentic Leadership on Organizational Commitment. The results of the hypothesis are as follows:

**Table 5. Hypothesis Testing Results 5**

Hypothesis	Estimate	p-value	Decision
<b>There is a positive influence of Authentic Leadership on Organizational Commitment</b>	0.616	0.001	H5 Supported

Based on the hypothesis test results in the table above, this hypothesis has an estimated value of 0.616 with a p-value of  $0.001 < 0.05$ , which means the hypothesis is supported ( $H_a$  is accepted). Thus, the results of testing the fifth hypothesis support the results of previous research conducted by (Rego et al., 2016), (Gatling et al., 2016), (Roncesvalles and Gaerlan, 2021), and (Joo and Jo, 2017), which state that there is a positive and significant influence between Authentic Leadership on Organizational Commitment. This is because authentic leaders display openness in accepting other people's views. Therefore, employees develop a solid attachment to the company through transparent relationships with their leaders. This relationship will maintain employee Organizational Commitment.

The sixth hypothesis tests the influence of Perceived Organizational Support on Organizational Commitment, which Job Satisfaction mediates. The results of the hypothesis are as follows:

**Table 6. Hypothesis Testing Results 6**

Model	Estimate	p-value	Decision
<b>Model1</b>			
<b>There is an influence of Perceived Organizational Support on Organizational Commitment</b>	0.797	0.000	Condition (c) is met (Sig.)
<b>Model 2</b>			
<b>There is an influence of Perceived Organizational Support on Job Satisfaction</b>	0.526	0.000	Condition (a) is met (Sig.)

<b>There is an influence of Job Satisfaction on Organizational Commitment</b>	0.857	0.000	Condition (b) is met (Sig.)
<b>There is an influence of Perceived Organizational Support on Organizational Commitment</b>	0.328	0.013	Condition (c) is met (becomes Sig/not Sig)

From this table, it can be seen that in model one, there is an influence of Perceived Organizational Support on Organizational Commitment (p-value = 0.000), and it remains significant in model two (p-value = 0.013; fulfills condition c (meaning there is mediation)). Then, the condition is that Perceived Organizational Support influences Job Satisfaction (p-value = 0.000; condition a is met). Meanwhile, the last condition that there is an influence of Job Satisfaction on Organizational Commitment (p-value = 0.000; condition b is met) is fulfilled in model two. Thus, the results of testing the sixth hypothesis support the results of previous research conducted by (Galletta et al., 2016) and (Kara and Yücekaya, 2021), which stated that Perceived Organizational Support has a positive and significant effect on Organizational Commitment, which Job Satisfaction mediates. This shows that support from the company is critical to increase employee job satisfaction and commitment. If the company pays attention to working conditions and fairness and cares about the welfare of employees, then employees will naturally have a strong emotional bond with the company, which can directly impact Job Satisfaction and Organizational Commitment. These results also indicate the role of Job Satisfaction as a mediating variable and show that Perceived Organizational Support indirectly affects Organizational Commitment.

The seventh hypothesis tests the effect of Authentic Leadership on Organizational Commitment, which Job Satisfaction mediates. The results of the hypothesis are as follows:

**Table 7. Hypothesis Testing Results 7**

<b>Model</b>	<b>Estimate</b>	<b>p-value</b>	<b>Decision</b>
<b>Model1</b>			
<b>There is an influence of Authentic Leadership on Organizational Commitment</b>	1.096	0.000	Condition (c) is met (Sig.)
<b>Model 2</b>			
<b>There is an influence of Authentic Leadership on Job Satisfaction</b>	0.666	0.000	Condition (a) is met (Sig.)
<b>There is an influence of Job Satisfaction on Organizational Commitment</b>	0.675	0.001	Condition (b) is met (Sig.)
<b>There is an influence of Authentic Leadership on Organizational Commitment</b>	0.627	0.000	Condition (c) is met (becomes Sig/not Sig)

From this table, it can be seen that in model one, there is an influence of Authentic Leadership on Organizational Commitment (p-value = 0.000), and it remains significant in model two (p-value = 0.000; fulfills condition c (meaning there is mediation)). Then, the condition is that Authentic Leadership influences Job Satisfaction (p-value = 0.000; condition a is met). Meanwhile, the last condition that there is an influence of Job Satisfaction on Organizational Commitment (p-value = 0.001; condition b is met) is fulfilled in model two. Thus, the results of testing the seventh hypothesis support the results of previous research conducted by (L et al., 2018), (Semedo et al., 2017), (Aydogdu and Aşıkil, 2011), and (Iqbal et al., 2020), which states that there is a positive and significant influence between Authentic Leadership on Organizational Commitment which Job Satisfaction mediates. This shows that the influence provided by Authentic Leadership produces positive consequences for employee job satisfaction and organizational commitment. Authentic leaders can shape employees' positive mindset, thereby increasing employees' sense of belonging to the company.

## 5. CONCLUSION AND RECOMMENDATIONS

This research is to determine the influence of Perceived Organizational Support and Authentic Leadership on Organizational Commitment mediated by Job Satisfaction in Fast Moving Consumer Goods (FMCG) employees.

This research indicates that job satisfaction acts as a moderating variable between perceived organizational support and authentic leadership on organizational commitment. One hypothesis is not supported. Namely, perceived organizational support does not affect organizational commitment. This shows that the role of job satisfaction as a mediating variable between perceived organizational support and organizational commitment is very significant. So, it can be concluded that perceived organizational support indirectly affects organizational commitment.

Future research can add research variables related to employee commitment, such as Job Equity and Pay Equity, as control variables research suggested by Wai Ming To dan Guihai Huang (2022).

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Dr. Muhammad Ali Tarar joined University of Agriculture, Faisalabad- Pakistan as Teaching Assistant in 2005, later as, Lecturer Rural Sociology in November 2007 and presently serving the Department of Sociology, Ghazi University, Dera Ghazi Khan-Pakistan as Associate Professor / Chairman Sociology. Additionally, also serving as Director Purchase & Store (DP&S) at Ghazi University w.e.f 01-01-2024 to purchase all good & services to facilitate all academic & Research departments to contribute for quality education in institution. Previously served Ghazi University D.G. Khan, Punjab Pakistan as Director, Financial Assistance & Development (FAD) since 05-07-2023 to 29-12-2023 to provide Financial Support in the form of Merit & Need based Scholarships/ paid Internships and Financial Assistance to talented, deserving & needy students to continue their

academics & Education as well as since

18-11-2015 to 24-10-2022 served as Director Office of Research, Innovation & Commercialization (ORIC) and awarded a “Certificate of Appreciation” from Vice Chancellor, Ghazi University, Dera Ghazi Khan for excellent services (15-09-2022). As Chief Editor, Kisht-e-Nau (student Magazine, University of Agriculture, Faisalabad) published Centennial Number in 2006 and was awarded UNIVERSITY GOLD MEDAL from Chancellor of University/ Governor of Punjab-Pakistan as well-as UNIVERSITY ROLE OF HONOR, UNIVERSITY COLOUR & UNIVERSITY CERTIFICATE OF EXCELLENCE was awarded from Worthy Vice Chancellor for publishing the Centennial Number of “ Kisht-e-Nau “ as Chief Editor on the eve of centenary celebrations of University of Agriculture, Faisalabad ( 14th to 16th March 2006 ). He has vast experience in teaching & research. Being Researcher published more than 40 research articles on different social & behavioral issues in National & International high-quality indexes/ impact factor journals that are recognized by Higher Education of Pakistan and at postgraduate level supervised more than one hundred research students and completed their research. He is also coauthor/ Editor of books (i)“Introduction to Sociology; (ii) “Accounting Inquiries with New Approaches in the Post-Pandemic Era Volume I”; (iii) “Accounting Inquiries with New Approaches in the Post-Pandemic Era Volume II”; (iv) “Abstract E-Book” 5th International CEO Social Sciences Congress (CEOSSC 2022)”;(v) CEO Abstract E-Book” 8th International CEO Social Sciences Congress (CEOSSC 2023)”;(vi) CEO Proceedings E-Book” 8th International CEO Social Sciences Congress (CEOSSC 2023)”. He is also external examiner of research / paper setter of many universities for postgraduate level as well as examination supervisor of Punjab Public Service Commission, Pakistan. Being Director ORIC made collaboration with sister universities and industries to develop academia to academia & Academia-Industry linkages for better knowledge and research sharing and signed more than 20 MOUs and strengthen the external linkages, developed a Business Incubation Center (Regional Plan9) & Women Development Center at Ghazi University with collaboration of Govt. of Punjab, Pakistan. He is Member selection/ recommendation Committee of Ghazi University to recommend BS-1 to BS-16 candidates to the Vice Chancellor for Approval of Appointment, Terms, and conditions of Services); Member Board of Faculty for a period of three years for faculty of Arts; Member Consultative Committee; Member Convocation Organizing Committee for 1st & 2nd

Convocation of the Ghazi University; Convener University Disciplinary Committee; Convener University Disciplinary Advisory Committee; Member Compliance Implementation Plan Committee (CIPC) to prepare Compliance Implementation Plan (CIP) in coordination with respective offices; Nominated as Focal Person to collaborate with QEC regarding IPE Review visit at Ghazi University; Member Affiliation Committee (to affiliate & Disaffiliate Govt. & Private Educational Institutes / colleges with Ghazi University); Member University Grievance Redress Committee; Member University Monitoring, Evaluation and Learning Committee; Member University Scrutiny Committee for Administration Posts; Member Standing Committee for vetting of non-schedule items with the term of Reference (TORs); Member Surveillance committee of Ghazi University; Member Online Quality Assurance (OQA) Task Force of Ghazi University; Members University General Purchase Committee; Member University Semester Rules Committee; Member Inquire committee about matter/ issue regarding allegations on social & print media against employees, Member University Prospectus Committee to prepare prospectus and Member University Admission Committee year 2019, 2020 & 2021; Focal Person Kamyab Jawan Innovation League; Member Plagiarism Standing Committee (PSC) Ghazi University; Member Self Institutional Performance Evaluation (IPE) Committee and Focal person to conduct quantitative research on Beggary in Punjab with collaboration of Department of Social Welfare, UCDDP, D. G. Khan (December 2016 to To-date).

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**QUALIFICATIONS**

PhD, MBA, PDG, GD- TESOL, GD- Management, BSc & Diplomas

**PROJECTS HISTORY**

Co-Editor for 8<sup>th</sup> CEO (Communication Economics Organization) Abstract E-book

Co-Editor for Onomazein Journal as article title Exploring Socio-Economic and Political Discrimination Against Christian Community In Punjab, Pakistan: A Comprehensive Analysis

Hydroponic Sardar Farm (Agriculture (Drip,

Sprinkler and Reel systems) in desert, Fish, Biodiesel, Algae, Import, Petrol Stations)

ST Adam College, Keyboard Concepts, Community College of Australia, Australian Information Technology College as Admin director

Australian Agri Resources Pty Ltd, Australian Green Environment Pty Ltd

Tomato grows in Hydroponic system and achieve 25-30 kg per plant in three months and set hydroponic fertilizer solutions formula and set formula according to plant growth, flowing time and harvesting time. Changing household bulk to energy saving LEDs for two years, House roof Installation for saving energy heat and cooling of the house.

Coupar Angus Institute of Technology, Pioneer College, McCarthy Learning, Angel Institute, Linx Institute (Empower College), PSL Group, VCTD, International Institute for Professional Development, iVET Australia, Australian Tourism college, as assessor and trainer

Skilled Migration Services

Connect small Business, Analysis their Financials, establish their new branches in Regional Area, Recruit suitable employee, Establish 11 Salons, Six Restaurants, Three Bakeries, Three Auto Repairer Shops, Two Printing Press within a year

The Corporate Financial Centre Pty Ltd

Find International Project for international funding & onshore client with onshore funding, Govt. of Sri Lanka's Health project valued US\$80 Millions, Complete Feasibility study of the information technology, Requirements and efficient courier mailing system, Design and implement the setup of mailing database for Education Board, Implementation of mail system in Bank Customer Confirmation Statements, Pak Telecom, Pak Northern Sui Gas

International Project Syndicate

Completed planning and organizational assessments for businesses.

Analyzed financial statements during business loan-seeking process, interviewed principals, conducted business research, and issued action plans and financial/business reports. Installed financial software and resolved systems problems for investment clients.

## Lawrence Walambuka - Zimbabwe



### PERSONAL ATTRIBUTES

- An analytically-minded international relations specialist who has a strong focus on strategic analysis of foreign markets to help realize company goals. Ability to accurately assess foreign laws, regulations, sociopolitical factors and their potential impact on company goals. Experience with designing public relations strategies in foreign markets for true global involvement.
- Experience in lecturing, business management, accounting and financial management in diverse sectors including construction, retail, agriculture, government parastatals, workforce solutions and education.

### EMPLOYMENT HISTORY

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Masters in International Politics 2023 – 2024 (currently under study)

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BA (Hons) International Politics 2020 – 2022

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#### Department of Higher Education and Training (DHET) SA

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Higher National Diploma in Accounting (2000 – 2003)

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- Global governance and security
- Conflict and conflict resolution
- International political theory
- Democracy and other forms of regimes
- Decoloniality
- International Organizations

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**T.C.  
KÜLTÜR VE TURİZM BAKANLIĞI**

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**ADRESİ** : ESENTEPE MAHALLESİ GÜVERCİN(160) SOKAK ŞENOCAK APARTMANI 2A  
NİLÜFER/BURSA NİLÜFER / BURSA  
**VERGİ DAİRESİ** : NİLÜFER VERGİ DAİRESİ MÜD.  
**VERGİ NUMARASI** : 6270313993  
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**VERİLİŞ NEDENİ - TARİHİ** : Yeni Sertifika Başvurusu - 30.07.2021

İş bu sertifika açık unvan ve adresi yazılı olan işyeri, 5846 sayılı Fikir ve Sanat Eserleri kanunu uyarınca yukarıda belirlenen alan/alanlara ilişkin faaliyet gösterir.

**SERTİFİKA NO** : 51898  
**GEÇERLİLİK TARİHİ** : 30.07.2021 - 30.07.2025

**Dr. Kamil ÖZER**  
Vali a.  
İl Müdürü

e-İmzacılar



# PERCEIVED ORGANIZATIONAL SUPPORT & AUTHENTIC LEADERSHIP EFFECT ON ORGANIZATIONAL COMMITMENT: MEDIATING ROLE OF JOB SATISFACTION

*by* Wiwik Robiatul Adawiyah, Netania Emilisa, Firly Fauziah, Annika  
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**Submission date:** 19-Dec-2023 12:12PM (UTC+0700)

**Submission ID:** 2262386954

**File name:** CEO\_Full\_Paper\_Wiwik\_Netania\_Firly\_Annika.docx (702.75K)

**Word count:** 6029

**Character count:** 37984



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**PERCEIVED ORGANIZATIONAL SUPPORT & AUTHENTIC LEADERSHIP  
EFFECT ON ORGANIZATIONAL COMMITMENT: MEDIATING ROLE OF  
JOB SATISFACTION**

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**ABSTRACT**

This study analyzed the impact of Perceived Organizational Support and authentic Leadership on Organizational Commitment mediated by Job Satisfaction. This research was conducted using 150 FMCG employees in South Jakarta. Hypothesis testing uses the Structural Equation Model analysis tool, and the sampling method uses purposive sampling.

The results of hypothesis testing in this study show that there is an influence of Perceived Organizational Support on Job Satisfaction, there is an effect of Authentic Leadership on Job Satisfaction, there is an effect of Job Satisfaction on Organizational Commitment, there is no effect of Perceived Organizational Support on Organizational Commitment, there is an effect of Authentic Leadership on Organizational Commitment, there is an influence of Perceived Organizational Support on Organizational Commitment mediated by Job Satisfaction. Job Satisfaction mediates Authentic Leadership's effect on Organizational Commitment. The implication for managers is that they can pay attention to their employees by providing suitable support and authentic leadership, motivating and guiding employees to feel satisfied at work, and improving employees' performance to be more committed to the company.

**Keywords**

Perceived Organizational Support, Authentic Leadership, Job Satisfaction, Organizational Commitment

## 1. INTRODUCTION

The COVID-19 pandemic is a global health issue that has impacted various fields, including the economy and business, which are the foundation of people's lives. During the COVID-19 pandemic, companies experienced significant changes following business dynamics and market developments (Mas' udi and Winanti, 2020). With the COVID-19 pandemic currently hitting the world, especially in Indonesia, companies must pay attention to their human resources to maintain business continuity. Without human resources, a company cannot carry out all its organizational functions and achieve the expected targets or objectives (Jehanzeb and Mohanty, 2020).

One indicator of a company's superiority over others is having committed human resources (Chai et al., 2020). Committed factors such as Organizational Commitment provide the basis for the Company's growth. Organizational Commitment reflects the employee's positive relationship with the company. For this reason, employees with high Organizational Commitment will do their best and be responsible for the company's development. Committed employees will work optimally, devoting their attention, thoughts, energy, and time to their work, ensuring they do what the company expects (Hadian, 2017).

Employee Organizational Commitment is not only limited to the "organizational-employee" relationship but is also influenced by employee Job Satisfaction (Kim et al., 2017). Organizational Commitment is closely related to Job Satisfaction. If employees feel satisfied with their work, this will lead to employee loyalty and company success (Lari Dashtbayaz et al., 2022).

Job Satisfaction is essential not only for employees but also for companies. This is because individuals with high Job Satisfaction will work more enthusiastically and efficiently in achieving their company's goals (Çınar et al., 2022).

Organizational support is significant for employees and a critical factor that increases Job Satisfaction and Organizational Commitment (Pattnaik et al., 2020). The relationship between employees and the company is also the main focus of Perceived Organizational Support, which refers to employees' overall beliefs about how much the company cares about their welfare and values their contributions (Baliartati, 2014). Suppose an employee in a company can feel that there is organizational support that is in accordance with the employee's norms, desires, and expectations. In that case, a strong emotional bond will automatically be formed with the organization, which can directly impact Job Satisfaction and Organizational Commitment (Tjandra et al., 2022). Besides the socio-emotional support provided to employees, companies can also implement an appropriate leadership style. Leadership is a crucial instrument of success in all types of organizational activities. Because of this, companies are trying to test and implement new types of leadership, one of which is Authentic Leadership (L et al., 2018).

Many studies prove that leadership also influences Organizational Commitment. Leadership is a crucial instrument of success in all types of organizational activities. Because of this, companies are trying to test and implement new types of leadership, one

of which is Authentic Leadership (L et al., 2018). Authentic leadership is suitable for building employee commitment because leaders have strong personal values, beliefs, and the integrity and trust of their subordinates (Williams et al., 2021). The perceived authenticity of a leader influences subordinates to feel more committed to achieving organizational goals and objectives (Rego et al., 2016).

Research conducted by (L et al., 2018) explains that leaders play an important role in employees' lives because leaders provide direction to employees, helping them achieve goals and objectives. The more authentic the leaders are, the higher the job satisfaction, which results in employees' desire to remain committed to the company.

Indonesia's FMCG (fast-moving consumer goods) companies face an increasingly competitive environment. The increasing number of industries operating in the FMCG sector means that companies must improve their performance. This FMCG company generally sells daily necessities such as food, drinks, body/personal care, and home cleaning products. The FMCG business looks very promising because it has a vast target market, and its products are needed by all levels of society in their daily activities. However, there are many players in this business, and they are MNC companies with firm capital and other resources. For this reason, these companies need employees who have skills and are competent to achieve high company performance. Company managers must ensure employees have high job satisfaction and organizational commitment, resulting in optimal company performance.

The results of previous research conducted by To and Huang, (2022) and (Jang et al., 2022) show that Perceived Organizational Support and Authentic Leadership influence Job Satisfaction. In today's increasingly competitive conditions, researchers want to know whether Job Satisfaction can mediate between Perceived Organizational Support and Authentic Leadership on Organizational Commitment. Thus, this research aims to fill the gap in previous literature by investigating the mediating effect of Job Satisfaction on the relationship between Perceived Organizational Support and Authentic Leadership on Organizational Commitment.

## 2. LITERATURE REVIEW

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### 2.1 Perceived Organizational Support

Perceived Organizational Support is an employee's perception of the organization's support and assistance and concern for providing socio-emotional assistance and welfare for their employees. Perceived Organizational Support is determined by how the company treats each employee and how employees feel this support. Therefore, Perceived Organizational Support can provide positive results for the company and its employees. As stated (Ziaaddini, 2013), Perceived Organizational Support is specifically based on three factors:

#### 1. Fairness

Employee perceptions of how much the company values fairness are essential components of perceived organizational support.

## 2. Supervisor Support

Employees develop a general perception of how much their contributions are valued by the company, just as they develop a general perception of how much their supervisors care about their well-being.

## 3. Organizational Rewards and Job Conditions

Providing appropriate recognition for extra efforts can help employees feel supported at work.

## 2.2 Authentic Leadership

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Authentic Leadership is a leadership style that requires leaders to be transparent. An authentic leader must be consistent between his behavior and his beliefs in showing his thoughts, attitudes, and actions to his subordinates. Authentic Leadership develops from self-awareness, moral perspective, and balanced cognitive processes.

Delić et al., (2017) stated that Authentic Leadership consists of four components: self-awareness, relational transparency, balanced processing, and internalized moral perspective.

1. Self-awareness relates to how well a leader knows himself, such as values, identification, goals, strengths, and emotions.
2. Relational transparency is related to showing one's identity to other people.
3. Balanced processing involves objective analysis of all relevant data and accepting all options when making decisions.
4. Internalized moral perspective The internalized moral perspective concerns how moral standards and values consistently guide a leader.

## 2.3 Job Satisfaction

Job satisfaction is defined as employees' positive feelings about their work and various aspects of it. If employees feel satisfied with their work, this will refer to the extent to which employees like and are free from feeling stressed about their work.

According to Lim and Ling (2012), the factors that influence Job Satisfaction are:

1. Satisfaction with career opportunities  
Opportunities for employees to develop their potential within an organization.
2. Nature of work  
Efforts made by employees in completing work and events faced within the company.
3. Overall working environment  
Relating to the psychological, physical, and social environment in an organization.

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## 2.4 Organizational Commitment



Organizational Commitment is an employee's psychological attachment to the organization. Organizational Commitment reflects passive commitment and the employee's positive relationship with the company.

According to (Ayodele et al., 2020), three factors influence an employee's commitment, namely:

1. Personal characteristics, positions, and variations in the different needs and desires of each employee
2. Job characteristics, such as identity and opportunities to interact with coworkers
- 25 Work experience, such as the reliability of the organization in the past

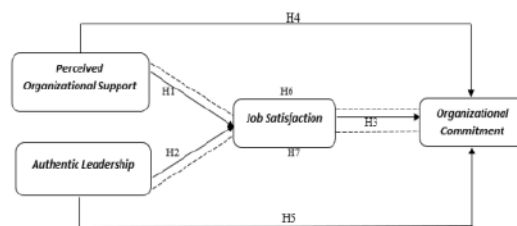
Organizational Commitment has three components: affective commitment, normative commitment, and continuance commitment (Anandithi et al., 2023)

1. Affective commitment is related to emotional ties to the organization.
2. Continuance commitment is when an individual feels they will lose more if they leave their job at the organization.
3. Normative commitment refers to an individual's feelings about remaining in the organization.

## 2.5 Conceptual Framework

The conceptual framework in this research comes from several theories and previous research. This conceptual framework results from modifications from research conducted by To and Huang (2022) and supported by research conducted by Jang et al., (2022). To and Huang (2022) research examines the influence of Perceived Organizational Support and Job Satisfaction on Organizational Commitment. This research shows that organizational commitment is significantly influenced by perceived organizational support and job satisfaction. This research is also based on previous research conducted by Jang et al., (2022), which examined the influence of Authentic Leadership on Job Satisfaction. The results of this research prove that Authentic Leadership positively influences Job Satisfaction.

From the explanations above, the context framework for this research can be described in Figure 1 as follows:



Source: (To and Huang, 2022) (Jang et al., 2022)

**Figure 1**  
**Conceptual Framework**

## 2.6 Hypothesis Development

### 1. Perceived Organizational Support for Job Satisfaction

(Rhoades & Eisenberger, 2002) examined the relationship between Perceived Organizational Support and Job Satisfaction. The results are that Perceived Organizational Support and Job Satisfaction are related to each other. Bogler dan Nir (2012) explored the influence of Perceived Organizational Support on Job Satisfaction; the results were that Perceived Organizational Support had a direct influence on Job Satisfaction. The direct influence of Perceived Organizational Support on Job Satisfaction is empirically supported by Maan et al. (2020). Thus, this research proposes a hypothesis that:

H1: Perceived Organizational Support influences Job Satisfaction

### 2. Authentic Leadership towards Job Satisfaction.

Previous research shows that Authentic Leadership increases employee Job Satisfaction (Walumbwa et al., 2011). Authentic leaders foster open and transparent relationships with followers (Černe et al., 2013), which increases employees' feelings of security in their relationship with the leader (Rahimnia and Sharifirad, 2015). This Authentic Leadership characteristic contributes to increasing Job Satisfaction. Consistent with previous findings, the following hypothesis is proposed:

H2: Authentic Leadership Influences Job Satisfaction

### 3. Job Satisfaction on Organizational Commitment

Several studies show that Job Satisfaction positively influences Organizational Commitment in non-academic contexts, such as telephone call centers, MSMEs, manufacturing companies, civil aviation, the IT sector, and insurance companies (Ashraf, 2020). In academic institutions, overall performance is determined by a teacher's behavior and attitudes, which must be fostered to increase a teacher's job satisfaction and commitment (Bashir dan Gani, 2019). Ashraf (2020) emphasized that positive Job Satisfaction can increase Organizational Commitment. A positive and productive university environment leads to adequate Job Satisfaction for employees (Anari, 2012), encouraging their Organizational Commitment and increasing university output (Sabir et al., 2011). Thus, the following hypothesis can be formulated:

H3: Job Satisfaction influences Organizational Commitment.

### 4. Perceived Organizational Support for Organizational Commitment

Organizational support theory describes employees' emotional attachment to their organization. When employees believe that they have good support from the organization, they feel responsible for reciprocating, in some way, to their organization (Claudia, 2018). The findings of (Joiner and Bakalis, 2006) and (Panaccio and Vandenberghe, 2009) reported that Perceived Organizational Support positively affected Organizational Commitment in Western culture. So, the following hypothesis can be formulated:

H4: Perceived Organizational Support influences Organizational Commitment.

5. Authentic Leadership towards Organizational Commitment

Employees develop a solid attachment to the organization through transparent relationships with authentic leaders (Hlongwane and Olivier, 2017). Previous research shows that Authentic leadership positively impacts Organizational Commitment (Roncesvalles and Gaerlan, 2021). Then, the following hypothesis can be proposed: H5: Authentic Leadership influences Organizational Commitment.

6. Job Satisfaction Mediates the Effect of Perceived Organizational Support and Organizational Commitment

The research conducted (Kara and Yücekaya, 2021) states that the mediating role of Job Satisfaction in the influence of Perceived Organizational Support on Organizational Commitment has a full mediating role in this relationship. Consider studies that examine the relationship between Perceived Organizational Support and Organizational Commitment to determine the mediating role of Job Satisfaction. So, the hypothesis formed is as follows:

H6: The mediating role of Job Satisfaction influences Perceived Organizational Support and Organizational Commitment.

7. Job Satisfaction Mediates the Effect of Authentic Leadership and Organizational Commitment.

As previously stated, Authentic Leadership impacts Job Satisfaction, and Job Satisfaction directly impacts Organizational Commitment (Iqbal et al., 2020). More satisfied employees are more willing to stay with the organization, positively impacting Organizational Commitment (L et al., 2018). Furthermore, research (Iqbal et al., 2020) found a significant influence of Authentic Leadership on Organizational Commitment, which Job Satisfaction mediated. So, a hypothesis can be formulated that:

H7: The mediating role of Job Satisfaction influences Authentic Leadership and Organizational Commitment.

### 3. RESEARCH METHOD

The design used in this research uses quantitative descriptive, namely a method for creating an objective picture of a situation using numbers. Next, data analysis uses hypothesis testing, namely testing the relationship between variables, especially whether there are differences between two or more groups in the summary of variables (Sekaran and Bougie, 2017). Then, the research setting in this study uses non-contrived, namely direct field studies.

Data collection in this research used primary data with survey research by distributing questionnaires via a Google form link as a data collection tool. The time horizon of this study uses cross-sectional data. The unit of analysis used is the individual, where the object studied is Fast Moving Consumer Goods (FMCG) employees.

This research uses independent, intervening, and attachment variables: Perceived Organizational Support and Authentic Leadership as independent variables, Job

Satisfaction as a moderating variable, and Organizational Commitment as a dependent variable.

The Perceived Organizational Support variable was measured using a questionnaire adapted from (Wayne et al., 1997) containing 5 statement items. These items are:

1. Management cares about my general satisfaction at work.
2. Management takes my goals and values very seriously
3. Management cares about my opinion.
4. Management is proud of my achievements at work.
5. Help is available from management when I have problems.

Authentic Leadership is measured by a questionnaire using 16 statement items developed by Neider dan Schriesheim (2011). These items are:

1. My leader asks for feedback to improve his relationships with others.
2. My leader describes his abilities to others accurately.
3. My leader shows that he understands his strengths and weaknesses.
4. My leader is aware of his influence on others.
5. My leader clearly states what he means.
6. My leader admits mistakes when they make them.
7. My leader openly shares information with others.
8. My leader expresses his ideas and thoughts clearly to others.
9. My leader shows consistency between his beliefs and actions.
10. My leader uses his beliefs to make decisions.
11. My leader resists pressure to do things that are contrary to his beliefs.
12. Moral standards guide my leader's actions.
13. My leader asks for challenging ideas.
14. My leader carefully listens to other perspectives before concluding.
15. My leader objectively analyzes before making decisions.
16. My leader encourages others to voice different points of view.

The Job Satisfaction variable was measured by a questionnaire using 3 statement items developed by (Person et al., 2011). These items are:

1. Overall, I am satisfied with my job.
2. Overall, I do not like my job.
3. Overall, I like working here.

Organizational Commitment as the dependent variable in this study was measured using a questionnaire adapted from (Allen and Meyer, 1996) using 6 statement items. These items are:

1. I feel that organizational problems are my problems.
2. For me, the organization has much personal meaning.
3. I have a strong sense of belonging to my organization.
4. I feel like a 'part of the family' in my organization.

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5. I believe that a person should be loyal to his organization.

6. I feel indebted to the organization because of what it has done for me.

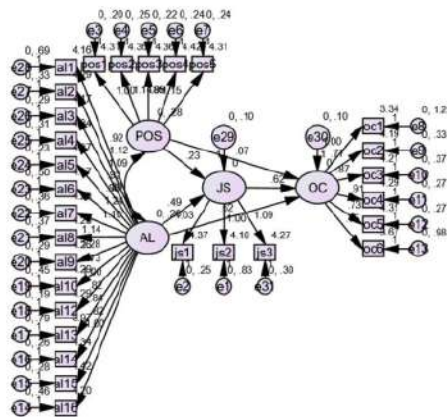
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The variables measured are based on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree)

Data related to the problem to be studied is needed to carry out research. Data sources were also obtained from questionnaires and literature studies. The sample collection technique used is Nonprobability Sampling, a purposive sampling procedure. The sample studied was 150 employees at Fast Moving Consumer Goods (FMCG) with the minimum criteria of working for the last year. Instrument Tests ensure that the measuring tools used in this research are consistent and accurate.

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In this research, the analysis method used is Structural Equation Modeling (SEM) with the help of AMOS 22 software.

#### 4. RESULT AND DISCUSSION

The results of the hypothesis analysis from this research can be seen in the image below which is the result of analysis using Amos processing.



Source: AMOS 22 Output Result

Figure 2  
Structural Equation Mode

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The first hypothesis tests the influence of Perceived Organizational Support on Job Satisfaction. The results of the hypothesis are as follows:

**Table 1. Hypothesis Testing Results 1**

Hypothesis	Estimate	p-value	Decision
Perceived Organizational Support has a positive effect on Job Satisfaction	0.231	0.048	H1 Supported

Based on the hypothesis test results in the table above, this hypothesis has an estimated value of 0.231 with a p-value of  $0.048 < 0.05$ , which means the hypothesis is supported (Ha is accepted). The results of testing the first hypothesis support the previous research by Wai Ming To dan Guihai Huang (2022). This research explains that there is a positive and significant influence between Perceived Organizational Support and Job Satisfaction. This shows that FMCG employees have good welfare and job satisfaction because the company has met the socioemotional needs of employees and implemented support to appreciate the contribution and performance of its employees.

The second hypothesis tests the effect of Authentic Leadership on Job Satisfaction. The results of the hypothesis are as follows:

**Table 2. Hypothesis Testing Results 2**

Hypothesis	Estimate	p-value	Decision
Authentic Leadership has a positive effect on Job Satisfaction	0.485	0.002	H2 Supported

Based on the hypothesis test results in the table above, this hypothesis has an estimated value of 0.485 with a p-value of  $0.002 < 0.05$ , which means the hypothesis is supported (Ha is accepted). The results of testing the second hypothesis support previous research conducted by (Jang et al., 2022) and (Iqbal et al., 2020), which stated that there is a positive and significant influence between Authentic Leadership and Job Satisfaction. This shows that the company has authentic leaders in line with their beliefs, thoughts, and behavior, which are based on ethics and morals and lead with honesty. Employee job satisfaction will increase because authentic leaders foster a positive organizational climate that is moral and communicative and supports employees from the lowest level. The third hypothesis tests the effect of Job Satisfaction on Organizational Commitment. The results of the hypothesis are as follows:

**Table 3. Hypothesis Testing Results 3**

Hypothesis	Estimate	p-value	Decision
Job Satisfaction has a positive effect on Organizational Commitment	0.622	0.004	H3 Supported

Based on the hypothesis test results in the table above, this hypothesis has an estimated value of 0.622 with a p-value of  $0.004 < 0.05$ , which means the hypothesis is supported (Ha is accepted). The results of testing the third hypothesis support the results of previous research conducted in 2020 (Bashir and Gani, 2020), (Anari, 2012), and (Sami and Sabri, 2011), which stated that there is a positive and significant influence between Job Satisfaction on Organizational Commitment. This shows that a positive and productive company environment leads to adequate job satisfaction (Job Satisfaction) for employees, encouraging their Organizational Commitment.

The fourth hypothesis tests the influence of Perceived Organizational Support on Organizational Commitment. The results of the hypothesis are as follows:

**Table 4. Hypothesis Testing Results 4**

Hypothesis	Estimate	p-value	Decision
There is a positive influence of Perceived Organizational Support on Organizational Commitment	0.069	0.321	H4 Not supported

Based on the hypothesis test results in the table above, this hypothesis has an estimated value of 0.069 with a p-value of  $0.321 > 0.05$ , which means the hypothesis is not supported (Ha is rejected). Thus, the results of this study do not support several previous studies conducted by Kara and Yücekaya, (2021), Claudia, (2018), and To and Huang, (2022), which concluded that Perceived Organizational Support has a positive and significant influence on Organizational Commitment. This shows that other factors influence employee commitment. This can be in the form of less cooperative co-workers, lack of compensation provided by the company, or company policies that can negatively affect employees physically and emotionally so that employees are less motivated, which impacts their commitment to the company.

The fifth hypothesis tests the influence of Authentic Leadership on Organizational Commitment. The results of the hypothesis are as follows:

**Table 5. Hypothesis Testing Results 5**

Hypothesis	Estimate	p-value	Decision
There is a positive influence of Authentic Leadership on Organizational Commitment	0.616	0.001	H5 Supported

Based on the hypothesis test results in the table above, this hypothesis has an estimated value of 0.616 with a p-value of  $0.001 < 0.05$ , which means the hypothesis is supported (Ha is accepted). Thus, the results of testing the fifth hypothesis support the results of previous research conducted by (Rego et al., 2016), (Gatling et al., 2016), (Roncesvalles

and Gaerlan, 2021), and (Joo and Jo, 2017), which state that there is a positive and significant influence between Authentic Leadership on Organizational Commitment. This is because authentic leaders display openness in accepting other people's views. Therefore, employees develop a solid attachment to the company through transparent relationships with their leaders. This relationship will maintain employee Organizational Commitment.

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The sixth hypothesis tests the influence of Perceived Organizational Support on Organizational Commitment, which Job Satisfaction mediates. The results of the hypothesis are as follows:

**Table 6. Hypothesis Testing Results 6**

Model	Estimate	p-value	Decision
<b>Model 1</b>			
There is an influence of Perceived Organizational Support on Organizational Commitment	0.797	0.000	Condition (c) is met (Sig.)
<b>Model 2</b>			
There is an influence of Perceived Organizational Support on Job Satisfaction	0.526	0.000	Condition (a) is met (Sig.)
There is an influence of Job Satisfaction on Organizational Commitment	0.857	0.000	Condition (b) is met (Sig.)
There is an influence of Perceived Organizational Support on Organizational Commitment	0.328	0.013	Condition (c) is met (becomes Sig/not Sig)

From this table, it can be seen that in model one, there is an influence of Perceived Organizational Support on Organizational Commitment (p-value = 0.000), and it remains significant in model two (p-value = 0.013; fulfills condition c (meaning there is mediation)). Then, the condition is that Perceived Organizational Support influences Job Satisfaction (p-value = 0.000; condition a is met). Meanwhile, the last condition that there is an influence of Job Satisfaction on Organizational Commitment (p-value = 0.000; condition b is met) is fulfilled in model two. Thus, the results of testing the sixth hypothesis support the results of previous research<sup>3</sup> conducted by (Galletta et al., 2016) and (Kara and Yücekaya, 2021), which stated that Perceived Organizational Support has a positive and significant effect on Organizational Commitment, which Job Satisfaction mediates. This shows that support from the company is critical to increase employee job satisfaction and commitment. If the company pays attention<sup>51</sup> to working conditions and fairness and cares about the welfare of employees, then employees will naturally have a strong emotional bond with the company, which can directly impact Job Satisfaction and Organizational Commitment. These results also indicate the role of Job Satisfaction as a



mediating variable and show that Perceived Organizational Support indirectly affects Organizational Commitment.

The seventh hypothesis tests the effect of Authentic Leadership on Organizational Commitment, which Job Satisfaction mediates. The results of the hypothesis are as follows:

**Table 7. Hypothesis Testing Results 7**

Model	Estimate	p-value	Decision
<b>Model 1</b>			
There is an influence of Authentic Leadership on Organizational Commitment	1.096	0.000	Condition (c) is met (Sig.)
<b>Model 2</b>			
There is an influence of Authentic Leadership on Job Satisfaction	0.666	0.000	Condition (a) is met (Sig.)
There is an influence of Job Satisfaction on Organizational Commitment	0.675	0.001	Condition (b) is met (Sig.)
There is an influence of Authentic Leadership on Organizational Commitment	0.627	0.000	Condition (c) is met (becomes Sig/not Sig)

From this table, it can be seen that in model one, there is an influence of Authentic Leadership on Organizational Commitment (p-value = 0.000), and it remains significant in model two (p-value = 0.000; fulfills condition c (meaning there is mediation)). Then, the condition is that Authentic Leadership influences Job Satisfaction (p-value = 0.000; condition a is met). Meanwhile, the last condition that there is an influence of Job Satisfaction on Organizational Commitment (p-value = 0.001; condition b is met) is fulfilled in model two. Thus, the results of testing the seventh hypothesis support the results of previous research conducted by (L et al., 2018), (Semedo et al., 2017), (Aydogdu and Aşıkil, 2011), and (Iqbal et al., 2020), which states that there is a positive and significant influence between Authentic Leadership on Organizational Commitment which Job Satisfaction mediates. This shows that the influence provided by Authentic Leadership produces positive consequences for employee job satisfaction and organizational commitment. Authentic leaders can shape employees' positive mindset, thereby increasing employees' sense of belonging to the company.

## 5. CONCLUSION AND RECOMMENDATIONS

This research is to determine the influence of Perceived Organizational Support and Authentic Leadership on Organizational Commitment mediated by Job Satisfaction in Fast Moving Consumer Goods (FMCG) employees.

This research indicates that job satisfaction acts as a moderating variable between perceived organizational support and authentic leadership on organizational commitment. One hypothesis is not supported. Namely, perceived organizational support does not affect organizational commitment. This shows that the role of job satisfaction as a mediating variable between perceived organizational support and organizational commitment is very significant. So, it can be concluded that perceived organizational support indirectly affects organizational commitment.

Future research can add research variables related to employee commitment, such as Job Equity and Pay Equity, as control variables research suggested by Wai Ming To dan Guihai Huang (2022).

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