

# **THE INFLUENCE OF AUTHENTIC LEADERSHIP ON JOB SATISFACTION MEDIATED BY EMOTIONAL EXHAUSTION**

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## **ABSTRACT**

This research explores the relationship between authentic leadership, emotional exhaustion, and job satisfaction in the context of leadership by village heads. The results showed that authentic leadership had a positive impact on job satisfaction, along with previous research findings. Leaders who apply authentic leadership wisely tend to create a supportive work environment to thrive, which in turn increases job satisfaction. In addition, authentic leadership also has a negative impact on emotional exhaustion, helping to reduce levels of emotional exhaustion through increased job satisfaction. Emotional exhaustion, which is often associated with job dissatisfaction, also has a negative influence on job satisfaction. In addition, the study found that emotional exhaustion mediates the relationship between authentic leadership and job satisfaction, highlighting the important role emotional exhaustion plays in this process. The results of this study provide important insights for leaders to behave in creating a productive work environment through authentic leadership.

**Keywords:** Authentic Leadership, Emotional Exhaustion, Job Satisfaction.

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## **1. Introduction**

Human Resources (HR) is a key factor to achieve success in the company. Efficient and effective HR management can have a positive impact on the productivity as well as overall performance of the organization. Job satisfaction is an important variable that affects productivity and performance. Leaders who feel satisfied with their work tend to be more committed, dedicated, and productive. Conversely, low job satisfaction can result in decreased discipline and productivity. Authentic leadership styles also play an important role in this context.

Previous research has shown that authentic leadership has an impact not only directly on leaders' job satisfaction levels, but also through Areas of Worklife (AWL) and levels of emotional exhaustion as mediators. The study more specifically focused on nurses as research subjects and found that nurses who rated their managers as having a high authentic leadership style tended to have higher levels of job satisfaction. These findings are in line with authentic leadership theory concepts and previous research in this field.

This study aims to elaborate the relationship between authentic leadership, levels of emotional exhaustion, and levels of job satisfaction, taking into account the leader's perspective in an organizational context. The level of emotional exhaustion is seen as a mediator between authentic leadership and the level of job satisfaction. The conclusion that can be drawn from this study is that leaders who apply authentic leadership wisely can have a positive impact on leaders' job satisfaction levels through the management of their emotional exhaustion. As such, the research has important relevance in the disciplines of industrial and organizational psychology and provides practical guidance for leaders in efforts to improve organizational performance through more effective human resource management.

## **2. Literature Review**

### *2.1 Job Satisfaction*

Job satisfaction is the feeling of happiness or unhappiness that individuals have towards their work and work environment. Job satisfaction is influenced by a variety of factors, including the characteristics of the job itself, relationships with superiors and co-workers, career opportunities, salaries, and working environment conditions.

### *2.2 Authentic Leadership*

Authentic leadership is a leadership approach that encourages leaders to be who they really are and inspires others to do the same. Authentic leaders are individuals who deeply understand themselves, recognize their strengths and weaknesses, and have high self-confidence. They also lead with integrity, honesty, and consistent values. Authentic leadership involves four main aspects: self-awareness, relational transparency, balanced processing, and an internal moral perspective (Walumbwa et al., 2008).

H1: Authentic Leadership is negatively associated with Job Satisfaction

H2: Authentic leadership is negatively associated with emotional exhaustion

### *2.3 Emotional Exhaustion*

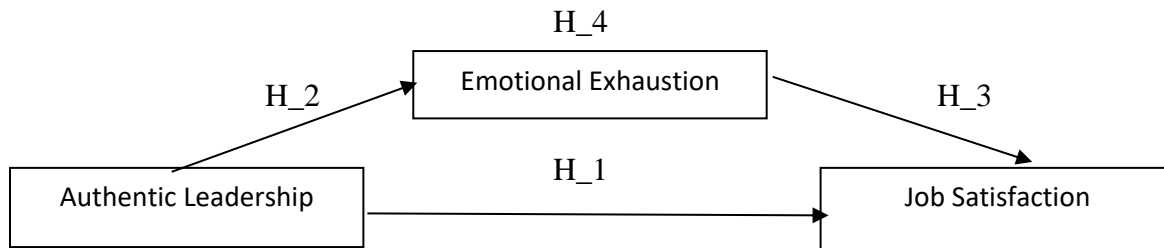
Emotional exhaustion is a feeling of exhaustion that arises from work that is very emotionally taxing. It is associated with feelings of drain, depression, and feelings of ineffectiveness at work. Emotional exhaustion can affect a person's mental and physical well-being, and often occurs on jobs that require intense interpersonal interaction.

H3: Emotional Exhaustion is negatively associated with Job Satisfaction

### *2.4. The Link Between Authentic Leadership, Emotional Exhaustion, and Job Satisfaction*

Research shows that authentic leadership can have a positive impact on a leader's job satisfaction. Authentic leaders who inspire honesty, integrity, and transparency in organizations tend to create work environments that support the leader's well-being, which in turn increases job satisfaction. Emotional exhaustion, on the other hand, can have a negative impact on job satisfaction. When leaders feel too emotionally burdened in their work, they tend to feel dissatisfied with their work. So that research hypotheses can be formulated:

H4: Emotional Exhaustion Mediates the Relationship between Authentic Leadership and Job Satisfaction



### 3. Research Methodology

#### 3.1. Measurement

Authentic leadership was measured using 16 indicators. The emotional exhaustion variable was measured using 9 indicators, and consumer satisfaction was measured using 14 indicators. All variables were measured using a Likert scale of 5 (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree).

#### 3.2. Procedure

The data collection method was carried out by distributing questionnaires online with the sample criteria being village heads in the Cigedog, Ketanggungan and Tanjung village head offices of Brebes Regency. After the questionnaire is distributed and the data has been collected, it will be known the completeness of the questionnaire results and then processed at the next stage which will be processed using regression analysis techniques, classical assumption tests, validity and reliability analysis, and causal step techniques.

### 4. Results

#### 4.1. Reliability

Item-Total Statistics	
Total Indikato Variable	Cronbach's Alpha if item deleted
X1 Total	0,912
M1 Total	0,934
Y1 Total	0,914

A questionnaire is said to be reliable if a person's answers to statements are consistent or stable over time. A variable is said to be reliable if it gives a Cronbach Alpha value of > 0.60. Based on the output of data tests that have been carried out by researchers, it can be seen that the reliability value produced using Cronbach's Alpha test with all three variables shows a value of > 0.6. Thus, statements totaling 39 variable questions meet the reliability requirements and can be used in research..

#### 4.2. Validitas

Validity tests can be performed using Pearson's product moment correlation. The calculation results are consulted with r table with a signification level of 95% and alpha 5%. If rcalculate > rtable, the question item is said to be "valid". Conversely, if the rcalculate ≤ rtable, the question

item is said to be "invalid". Based on the output of the test data that has been conducted by the researcher, the question items of authentic leadership, emotional exhaustion, and job satisfaction that were declared are all valid because the value of pearson's product correlation is at least 0.470 so that it meets the validity requirements with the results of the R value calculated  $> R$  table, with df N-k (54-3) it is known that the value of R table is 0.2706.

#### 4.3. Normalitas

In this test, researchers used statistical analysis in the form of the Kolmogorov-Smirnof (K-S) test. A data is said to be normal if  $\text{Sig.} \geq \alpha = 0.05$ . Based on the results of the normality test conducted by the researcher, it is known that the significance value shows a number of 0.200. The significance value is  $0.200 > 0.05$ . Thus, it can be concluded that the data circulated normally and the regression model is feasible to be used in subsequent analyses.

#### 4.4. Heteroscedasticity

A good regression model is one in which heteroscedasticity does not occur (Ghozali, 2013). To determine heteroscedasticity can use the Glejser test. Based on the output of data tests that have been conducted by researchers, it is known that the regression model does not occur symptoms of heteroscedasticity because the sig of the authentic leadership variable is  $0.727 > 0.05$  and the sig of the emotional exhaustion variable is  $0.094 > 0.05$

#### 4.5. Multikolinieritas

To detect the symptoms of multicollinearity in the research model, it can be seen from the tolerance value or the value of Variance Inflation Factor (VIF). The tolerance limit  $> 0.10$  and the VIF limit  $< 10.00$ , so it can be concluded that there is no multicollinearity between independent variables. Based on the output of data tests that have been conducted by researchers, it is known that the value of the VIF (Variance Infloating Factor) number of authentic leadership variables is 1.475 and emotional exhaustion is 1.475, then all variables have a VIF value smaller than 10, which means that the regression model formed does not occur multicollinary symptoms.

#### 4.6. Test t

Coefficients <sup>a</sup>		Unstandardized		
		Coefficients		Sig.
Model		B	t	
1	(Constant)	6,561	5,798	,000
	Kepemimpinan_Autentik	,326	2,503	,014

a. Dependent Variable: Job Satisfaction

Based on the output of the regression test between authentic leadership variables and job satisfaction, a sig value of  $0.014 < 0.05$  was obtained so that it can be concluded that there is a significant relationship between authentic leadership and job satisfaction. With a regression coefficient value of 0.326 and a positive value, it can be concluded that the relationship between the two variables is positive. Then the first hypothesis was accepted.

<b>Coefficientsa</b>			
		Unstandardized	
		Coefficients	
Model		B	t
1	(Constant)	8,264	6,648 ,000
	Kepemimpinan_Autentik	-,464	3,243 ,002

a. Dependent Variable: Kelelahan Emosional

Based on the regression test output between authentic leadership variables and emotional exhaustion, a sig value of  $0.02 < 0.05$  was obtained, so it can be concluded that there is a significant relationship between authentic leadership and emotional exhaustion. With a regression coefficient value of -0.464 and a negative value, it can be concluded that the relationship between the two variables is negative. Then the second hypothesis is accepted.

<b>Coefficientsa</b>			
		Unstandardized	
		Coefficients	
Model		B	t
1	(Constant)	3,518	2,830 ,000
	Emotional Exhaustion	-,368	4,467 ,000

a. Dependent Variable: job satisfaction

Based on the output of the regression test between emotional exhaustion variables and job satisfaction, a sig value of  $0.00 < 0.05$  was obtained so that it can be concluded that there is a significant relationship between emotional exhaustion and job satisfaction. With a regression coefficient value of -0.368 and a negative value, it can be concluded that the relationship between the two variables is negative. Then the third hypothesis was accepted.

#### 4.7. Mediation

The Causal Step method, an important analytical approach in mediation research, is used to understand the complex relationships between independent variables, mediated variables, and dependent variables in the context of statistical analysis. The main purpose of this method is to test whether the mediating variable mediates or influences the relationship between the independent variable and the dependent variable.

<b>Coefficientsa</b>				
		Unstandardized		
		Coefficients	t	Sig.
Model		B		
1	(Constant)	3,518	2,830	0,000
	Authentic Leadership	0,155	1,234	0,220
	Emotional Exhaustion	0,368	4,467	0,000

a. Dependent Variable: job satisfaction

Based on the test output, it is known that after the mediation variable entered the model, there was a change in the value of authentic leadership regression coefficients from 0.326 to 0.155 and a change in significance value from 0.14 to 0.220 so that it can be concluded that the emotional exhaustion variable mediates the relationship between authentic leadership and job satisfaction. So it can be concluded that the fourth hypothesis is accepted.

## **5. Discussion**

### *5.1. Authentic Leadership to Job Satisfaction*

The results show that there is a positive influence between authentic leadership on job satisfaction so that the higher the authentic leadership on job satisfaction, the more job satisfaction will increase. In line with the results of research conducted by Faluthy (2022) that the more effective authentic leadership is, the more it tends to increase employee job satisfaction. Authentic leadership refers to the ability of a leader to lead with honesty and integrity, express values that correspond to himself, and create strong and authentic relationships with his subordinates (Walumbwa et al., 2008). This creates a sense of trust and certainty in the team, which can increase motivation and job satisfaction (Gardner, Cogliser, Davis, & Dickens, 2011). When subordinates feel their leader is a paragon of integrity, they are more likely to feel motivated to perform high.

### *5.2. Authentic Leadership against Emotional Exhaustion*

The results showed that there was a negative influence between authentic leadership and emotional exhaustion, so the higher the authentic leadership on job satisfaction, the lower the emotional exhaustion. In line with Bakker and Demerouti (2007) also revealed that authentic leadership can influence emotional exhaustion through its influence on job satisfaction. When a leader demonstrates authentic behaviors, such as emotional support and fairness, this can increase the leader's job satisfaction. Emotional exhaustion, according to Schaufeli and Buunk (2003), is often closely related to job dissatisfaction. Therefore, supportive authentic leadership can reduce levels of emotional exhaustion through increased job satisfaction

### *5.3. Emotional Exhaustion to Job Satisfaction*

The results show that there is a negative influence between emotional exhaustion and job satisfaction so that the higher authentic leadership on job satisfaction, the lower the emotional exhaustion. There are several mechanisms that may explain why emotional exhaustion negatively affects job satisfaction. First, emotional exhaustion can reduce levels of intrinsic motivation (Bakker et al., 2003). When leaders feel drained of emotional energy, they tend to be less motivated to do a good job. Second, emotional exhaustion can affect perceptions of the work environment which is an important factor in job satisfaction (Kahn, 1990). Leaders who experience emotional

exhaustion tend to see the work environment as more negative and unsupportive, which in turn can reduce their job satisfaction

#### *5.4. Emotional exhaustion mediates the relationship between Authentic Leadership and Job Satisfaction*

Results show that emotional exhaustion mediates the relationship between authentic leadership and job satisfaction. Authentic leadership, which includes honesty, sincerity, and recognition of the leader's feelings, tends to create strong interpersonal bonds between the leader and subordinates (Avolio & Gardner, 2005). These relationships can create a supportive work environment where leaders feel more comfortable talking about their emotional issues. Such explanations may lead to how lower levels of emotional exhaustion can contribute positively to job satisfaction. Leaders who experience low levels of emotional exhaustion tend to have more emotional resources available to them (Hobfoll, 1989). They may also feel better able to cope with the emotional demands at work. This can increase their positive perception of work and the work environment, which in turn increases job satisfaction levels (Locke, 1969). Thus, the mediating variable of emotional exhaustion helps explain how authentic leadership can positively affect a leader's job satisfaction through reducing levels of emotional exhaustion.

## **6. Conclusion**

In conclusion, the results showed a positive relationship between authentic leadership and leader job satisfaction, along with findings supported by previous research (Faluthy, 2022). Authentic leadership that reflects integrity, honesty, and emotional support can create a work environment that motivates leaders, increases job satisfaction, and simultaneously reduces levels of emotional exhaustion. Emotional exhaustion proved to be a significant mediation in the relationship between authentic leadership and job satisfaction, affirming the important role of authentic leadership in reducing emotional exhaustion which in turn increases leader job satisfaction. As such, this research makes an important contribution in understanding how authentic leadership can affect emotional well-being and job satisfaction in the context of the work environment.

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