CHAPTER V
CONCLUSIONS AND IMPLICATIONS

A.   CONCLUSIONS

In a study entitled "The Effect of Authentic Leadership, Job Satisfaction, and Organizational Commitment on Employee Performance with Self-Efficacy as a Mediation Variable at PT. Uba Uhud International," the results of the analysis show that this study examines and extends the theoretical model that linking authentic leadership, job satisfaction, organizational commitment and through self-efficacy as mediation. Although some hypotheses were not supported, this study can provide a broad understanding of the relationship.

1.   Authentic leadership has a significant effect on employee performance. This finding found that Employee Performance does have a significant relationship with authentic leadership, This suggests that individuals with high self-efficacy exhibit authentic leadership behaviours in the workplace. Then individuals with high self-efficacy will also show good work behaviour if they feel personally empowered themselves.

2.   Job satisfaction has a significant effect on employee performance. The findings also found that job satisfaction does a significant relationship with employee performance, and the same applies to self-efficacy which in fact does a significant relationship with employee performance, this suggests that individuals who have control over themselves will show a sense of satisfaction at work without the need to feel that they are empowered as well as self-efficacy as a means of introspection.

3.   Organizational commitment has a significant influence on employee performance. The findings found that organizational commitment has a significant relationship with employee performance, which means that individuals who want to commit to organisational activities will feel voluntarily empowered and in turn they will exhibit behaviours that are beneficial to their work and the organisation. Therefore, this finding contributes to the understanding of employee performance as it relates to employees having organizational commitment and whether each of these personalities leads to workplace or organisational functioning.

4.   Self-efficacy has a significant effect on employee performance. The results that have been obtained suggest that employee performance has an insignificant relationship with self-efficacy which literally employees will feel that the performance of the work that has been experienced will feel every different thing such as the influence of factors from outside and from within themselves and in turn they will show the intensity of the performance of each employee experienced on the job. Therefore, the findings of the results aimed at understanding self-efficacy where it is different from employee performance where it interospect with the state of the situation that has the opportunity to improve the employee's identity and whether the employee's personality leads to the behavior that should be in the workplace.

Based on the results of this study, several suggestions can be presented for the company PT Uba Uhud International in improving employee performance: Focus on developing authentic riders, which can help increase employee job satisfaction and organizational commitment.

Increase employee job satisfaction by creating a better work environment, such as overcoming the problem of gaps between workers and management, and providing adequate facilities.

Increase employee organizational commitment by creating a consistent and positive work atmosphere, and promoting company values that can influence employee behaviour.

Improving employees' self-efficacy by creating a work environment that supports employees' abilities and skills, and providing the necessary training and support to help employees achieve their work goals.

In the context of this study, it is important to keep in mind that the variables measured (authentic leadership, job satisfaction, organizational commitment, and self-efficacy) may have complex relationships and vary across different work contexts and situations. Therefore, companies should adapted their strategies to specific work contexts and situations, and continue to analyse and update them in line with developments and changes in the organisation.

B.   IMPLICATIONS

1.   Theoretical Implications

Based on the results of the study, the theoretical implications for Chapter 5 of the thesis "The Effect of Authentic Leadership, Job Satisfaction, and Organisational Commitment on Employee Performance with Self-Efficacy as the Mediating Variable" at PT. Uba Uhud International are as follows:

1.   Previous research rarely discusses more specifically the authentic leadership factor which states that self-efficacy towards employees' work-related behaviours is able to mediate this relationship. This study also confirms

that the mediating role of self-efficacy is in line with the principles of Authentic Leadership due to beliefs or self-assessments related to one's competence to be successful in performing their tasks. Whereas Authentic Leadership where the leadership appears and uses introspection to its employees to understand the conditions of its employees when someone has a special interest in something to the leader, they will perform tasks with full willingness in accordance with what the leader wants and there must be good reciprocity between the leader and the employee.

2.   This research reveals that feelings of job satisfaction do not influence employees to show their job satisfaction at work and apart from employee motivation and performance, research from existing scientific articles also shows variables of employee and employee engagement with employee performance, which from the results of existing research (J., 2014) states that employee engagement has a positive and significant relationship between employees and employee performance, but in this study the author did not find that the three variables above, namely motivation, career path, employee involvement together, and this created the first gap in the research. There were very few second authors who looked for the influence between employee performance and job satisfaction, one of them was (Bellou, 2010). This finding does not find the role of job satisfaction in influencing employee performance due to various conditions experienced by the employee.

3.   Organisational commitment has a significant impact on employee performance. Previous research discusses more in-depth about organizational commitment which states the impact on employee performance of employees'

work is able to tolerate this relationship. This research also found that the role of organizational commitment has a significant impact on employee performance as free will when someone has a special interest in the organisation and they will do it with full willingness but if they get unsatisfactory feedback then employees are forced to leave an organisation for this reason.

4. Self-efficacy have no significant effect on employee performance. Self-efficacy does not have a significant effect on employee performance, because self-efficacy is widely believed to have a positive impact on various aspects of employee behaviour and performance. High self-efficacy is associated with increased productivity, better problem-solving abilities and more innovation. It also affects an individual's ability to handle new and difficult tasks, leading to better work outcomes and organisational success. Additionally, self-efficacy can influence team dynamics and is linked to employee well-being and knowledge-sharing intentions. However, it is important to note that the relationship between self-efficacy and performance is not universally agreed upon, and some recent studies suggest that the effect may be due to past achievements. Although self-efficacy is generally believed to have a positive impact on employee performance, the specific nature of this relationship may be influenced by various factors, such as the work environment and individual differences.

5. Authentic leadership can increase employee job satisfaction. For Authentic leadership has been proven to have a positive impact on employee job satisfaction. Several studies show that authentic leadership is associated with increased job satisfaction, self-determination, intrinsic motivation, and a

culture of openness in organizations. For example, a study of nurses found that job satisfaction were positively influenced by perceptions of authentic leadership. In addition, research on hotel companies shows that authentic leadership behavior has a positive effect on job satisfaction. Additionally, authentic leadership is associated with higher work engagement, trust in leaders, and well-being at work. These findings indicate that there are strong theoretical implications for the potential of authentic leadership to increase employee job satisfaction.

6.   Authentic leadership can foster affective commitment and individual creativity, which can lead to improved individual performance. Authentic leadership has been found to have significant theoretical implications for fostering affective commitment and individual creativity, which can lead to improved individual performance. Some of the key findings from research include:

Sequential Mediation: Authentic leadership promotes affective commitment, which in turn increases individual performance. Affective commitment is an intermediary element in the psychosocial process between authentic leadership and individual performance. Positive Impacts: Authentic leadership has been linked to individual creativity, as it encourages positive emotions and stimulates employees' creativity.

7.   Managers can promote organisational commitment and employee performance by adopting an authentic leadership style. Managers can increase organizational commitment and employee performance by implementing an

authentic leadership style. Authentic leadership emphasizes building trust, fostering positive relationships, and demonstrating transparency, which can lead to increased employee commitment and improved performance. Research has shown that authentic leaders can create an environment of commitment by motivating followers to share knowledge, experiences, and creative ideas, which ultimately contributes to improved organizational performance. Additionally, research shows that empowering leadership and authentic leadership can increase employees' organizational commitment, further supporting the relationship between authentic leadership and organizational commitment. By implementing authentic leadership, managers can effectively engage and motivate employees, ultimately leading to increased organizational commitment and performance.

2. Practical Implications

The findings have a number of practical implications for companies, organisational leaders, and employees who need to be more competent and reliable in light of the challenges presented by the company and the work environment driven by a sense of satisfaction and comfort in these times. as well as a work environment that is driven by a sense of satisfaction and comfort in the working period that exists there.

1. HR (Human Resources) practitioners can not only recruit workers with high competent standards to fill positions requiring solutions needed, but also make workers to expect them to learn faster on the job, as it will encourage workers to acquire more work-related knowledge. HR practitioners can adopt various suggestions from certain areas such as, placement and selection to be

more structured and organised and present adequate facilities so as to make the work environment comfortable.

2. Authentic leadership plays an important role in the context of employee creativity and organizational behavior. According to research, a leader's authenticity has a positive correlation with employee creativity. Therefore, it can be concluded that authentic leadership plays an important role in influencing employee creativity and organizational behavior. Employee job satisfaction needs to be considered because it can affect employee performance and motivation, and reduce employee turnover rates. Employee satisfaction is a term used by HRDs to describe how satisfied they are with their experience and place of work.

3. Commitment in the organisation can be done by adjusting the conditions of employees who are in the company. It can be for employees and organisations to find compatibility in committed employees are more productive, dedicated to their work, and make greater efforts to achieve shared goals, ultimately improving organisational performance. Commitment is essential if what is received is also appropriate, so that employees can simultaneously maximise their work and produce good work results. It is also related to an individual's belief, satisfaction, and identification with the organisation. With high commitment, it is intended that employees can get a new atmosphere and allow employees to show better actions. The relationship between organisational commitment and self-efficacy can be seen from increasing organisational commitment by providing stimulus and motivation to employees, so that the commitment

owned by employees is not only limited to formality, but also emotionally. In addition, self-efficacy can also affect employees' decisions about their careers in the organisation, interpretation of the results of measuring employee self-efficacy can be done by paying attention to the effect of self-efficacy on employee performance and job satisfaction. Thus, the interpretation of the results of measuring employee self-efficacy can be used to understand the potential performance and job satisfaction of employees, as well as influence their career decisions within the organisation. These implications can be used to provide recommendations for organisations to improve employee performance and outcomes.

C. Research Limitations and Recommendations

In terms of methodology, this study has several limitations. First, this study was cross-sectional, which implies causation cannot be inferred from the findings. Future research can replicate this research to retest the hypothesis. Second, although self-efficacy can explain the relationship between the factors authentic leadership, job satisfaction, organizational commitment and satisfaction, whether self-efficacy is able to explain other follower outcomes, job engagement and employee engagement also needs to be explored in future research. Third, this study found that the relationship between the hypothesized variables was not significant, further research can re-investigate this relationship with different samples and analysis methods. Fourth, all variables involved in this research are at the individual level. However, various organizational-level variables are possible for future research, such as organizational structure and climate.