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How Knowledge Sharing Mediate the Effect of Authentic Leadership on Organizational Commitment

I Gede Tito Dana Perkasa & Agoes Ganesha Rahyuda

Faculty of Economics and Business, Udayana University,
Jl. Raya Kampus Unud, No. 2013, Jimbaran, Kec. Kuta Selatan, Kabupaten Badung, Bali 80361, Indonesia

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Corresponding author:
titoperkasa@gmail.com

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ABSTRACT

This study aims to provide empirical evidence of the effect of Authentic Leadership on Organizational Commitment which is mediated by Knowledge Sharing. This research is causality associative research using a quantitative approach. The scope of this research includes the subject of the research, namely permanent employees and contract employees at PT. Karya Pak Oles Tokcer who work in Bali Province. The population in this study were all employees of PT Karya Pak Oles Tokcer in Bali Province with a total of 117 employees. The sampling technique used in this study was saturated sampling which is included in non-probability sampling. The data analysis technique in this study uses two analysis techniques, namely descriptive statistical analysis and inferential statistical analysis using Structural Equation Modeling (SEM). The results of the analysis provide evidence that Authentic Leadership has a positive effect on Organizational Commitment and Authentic Leadership affects Knowledge Sharing. Knowledge Sharing also has a positive effect on Organizational Commitment and mediates Authentic Leadership on Organizational Commitment.

SARI PATI

Studi ini bertujuan untuk memberikan bukti empiris mengenai pengaruh Kepemimpinan Otentik terhadap Komitmen Organisasi yang dimediasi oleh Berbagi Pengetahuan. Penelitian ini merupakan penelitian asosiatif kausal menggunakan pendekatan kuantitatif. Ruang lingkup penelitian ini mencakup subjek penelitian, yaitu karyawan tetap dan karyawan kontrak di PT. Karya Pak Oles Tokcer yang bekerja di Provinsi Bali. Populasi dalam penelitian ini adalah seluruh karyawan PT Karya Pak Oles Tokcer di Provinsi Bali dengan total 117 karyawan. Teknik pengambilan sampel yang digunakan dalam penelitian ini adalah pengambilan sampel jenuh yang termasuk dalam pengambilan sampel non-probabilitas. Teknik analisis data dalam penelitian ini menggunakan dua teknik analisis, yaitu analisis statistik deskriptif dan analisis statistik inferensial dengan menggunakan Pemodelan Persamaan Struktural (SEM). Hasil analisis memberikan bukti bahwa Kepemimpinan Otentik memiliki pengaruh positif terhadap Komitmen Organisasi dan Kepemimpinan Otentik memengaruhi Berbagi Pengetahuan. Berbagi Pengetahuan juga memiliki pengaruh positif terhadap Komitmen Organisasi dan menjadi mediator antara Kepemimpinan Otentik dan Komitmen Organisasi.

INTRODUCTION

According to Daily et al., (2009) organizational commitment is the nature of the relationship between individuals and work organizations, where individuals have confidence in the values and goals of the work organization, there is a willingness to make serious efforts for the benefit of the organization. Organizational commitment is an important thing currently. A company when it is very difficult to find employees who have excellent qualifications in doing their jobs, one way to determine employees who have good qualifications, loyalty and performance through organizational commitment, therefore they will have high organizational commitment and are ready to work harder in the organization (Lee et al., 1992).

Authentic leadership can plan policies and strategies to create a knowledge sharing culture that supports performance in employees to be more effective and efficient (Javaid et al., 2018). Research from Dasi et al. (2017) emphasizes that knowledge sharing, especially in multinational companies, tends to be influenced by individual factors, although it is also influenced by organizational level factors. A sense of initiative to share knowledge between employees is needed and the culture of individualism must begin to be abandoned. Knowledge sharing allows the emergence of innovation or new ideas, especially related to the process of improving product quality, selling value and performance efficiency so that it can help the existence or sustainability of a company or organization in the midst of global competition.

The results of research from Kenku et al., (2022) by collecting responses from 406 employees from selected bank branches in Nigeria, show that sharing knowledge with coworkers positively affects the level of employee commitment. According to Kessel et al., (2012) knowledge sharing is an interactive communication process between individuals with one another in a group that creates an interdependent relationship to achieve common goals. Research from Edu Valsania et al., (2016) states the importance of sharing knowledge so that company operations run well, leaders tend to encourage knowledge sharing among other organizational members.

The results of research from Cheah et al., (2016) which examined 300 generation X workers showed that knowledge sharing is significantly related to organizational commitment in generation X. Knowledge sharing is a reciprocal process in which individuals exchange knowledge (tacit knowledge in the sense of being based on the person's own understanding and explicit knowledge in the sense of understanding based on knowledge that has been collected) and jointly create new knowledge (solutions) (Stoermer et al., 2021: 432-453). Research from Salleh et al., (2017) conducted in an engineering company in Paka, Terengganu states that when employees share knowledge with others, employees will be committed and work together as a team to achieve organizational goals. Researchers argue that these variables are very important to contribute to organizational achievement where the two variables are closely related to each other. According to Van den Hoof and De Ridder (2004: 117-130) knowledge sharing explains the process of communicating to others about what is owned from one's person and collecting knowledge which refers to consultation between coworkers by sharing the information they have.

Self-awareness is the most important component of authentic leadership, self-awareness refers to the extent to which leaders clearly understand their strengths and weaknesses and other aspects of themselves, it also includes leaders' understanding of the impact they may have from the perspective of others (Chaudhary and Panda, 2018). Research from Sharif et al., (2021) shows that leaders who behave neutrally, transparently, and ethically will encourage themselves to share their knowledge with their employees. According to Luthans and Avolio (2003), authentic leadership relates to the fields of sociology, leadership science, ethics, psychology and organizational behavior, it is a

leadership style related to psychological abilities and a quality ethical environment. Teachers who perceive their dean as an authentic leader show that they have a high commitment in their respective organizations, the more intense the dean shows a transparent attitude to his teachers, the greater the teacher's commitment to his organization, which indicates that the dean's authentic leadership has a positive impact on his organization (Roncesvalles et al., 2021).

Authentic leadership is a pattern of leader behavior that promotes positive psychological outcomes such as ethical climate, higher self-awareness, and internalized moral perspective, all of which then result in more balanced information treatment and greater transparency and working relationships with followers, these factors mutually contribute to positive follower self-development (Walumbwa et al., 2008:89-126). Employees of Catholic Colleges in Batangas Province are highly committed to the organization they work for, they perceive a very high level of authentic leadership in their leaders (Joseph, 2021). Research from Ahmed et al., (2020) stated that private school teachers in Shiekhupura district, Pakistan felt that the input and opinions, as well as the ethical nature of the school principal made the teachers more willing to share their knowledge. Authentic leadership can create trust and respect in a corporate environment, where employees are willing to contribute their long-term commitment to the organization by forming a relational psychological contract. Long-term committed employees are willing to share knowledge resources as a long-term investment for future resource benefits (Tran, 2019).

Authentic leadership is a behavior that integrates the psychological capabilities of leaders in the organization that greatly serves the transparency of the leader-employee relationship (Luthans and Avolio, 2003: 801-823). Having a quality relationship between leaders and subordinates is necessary, so that trust, respect, and positive feelings between members and leaders will continue to exist (Barbuto and Gifford, 2012). Relational transparency relates to the extent to which a leader openly and genuinely shares information, thoughts, and feelings in the absence of distorted self-presentation (Gill and Caza, 2015). Authentic leadership can strengthen commitment in employees to remain in the organization, because they prefer organizations that can provide them with knowledge or experience (Majeed et al., 2020).

Literature Review and Hypothesis Development

Research from Hoch et al., (2018) states that authentic leadership significantly influences followers' continuity and emotional connection with their organization. According to Semedo et al., (2019) further confirmed that authentic leadership is positively related to both employee-reported happiness and affective commitment in public and private organizations in Cape Verde. Leaders who are perceived as more authentic (i.e. relationally transparent, honest, and good at processing balanced information) can influence their followers, they want to remain in the organization basically because they want to and not because of a sense of obligation or fear of losing the resources they have (Ribeiro et al., 2020).

H1: Authentic Leadership has a positive and significant effect on Organizational Commitment

Authentic leadership provides opportunities to develop a collective environment, expanding knowledge, individual and collective self-confidence (Rego et al., 2013). Research from Tran, (2019) explains that an authentic leader who is aware of their strengths and weaknesses is more likely to appreciate the knowledge shared with them from other organizational members, including explicit knowledge such as formulas or other information, as well as tacit knowledge such as personal knowledge or experience, this obtained from the results of his research which shows that authentic leadership influences knowledge sharing directly and indirectly through the mediation of relational psychological contracts and organization-

based self-esteem. Project managers' performance can improve by adopting an authentic leadership style with a knowledge-sharing attitude to increase employee creativity (Khan et al., 2019). Research from Ahmed et al., (2020) stated that private school teachers in the Shiekhupura district, Pakistan felt that the ideas and opinions, as well as the ethical nature of the principal, made teachers more willing to share their knowledge.

H2: Authentic Leadership has a positive and significant effect on Knowledge Sharing

Lakshman et al., (2022) stated that the influence of knowledge sharing is intrinsic and extrinsic for knowledge workers which leads to emotional connection, stronger commitment, and lower desire to quit by using structural equation modeling to analyze the impact of information exchange and human resource management on commitment and turnover among 274 Indian engineers. Research results from Kenku et al., (2022) confirm that knowledge sharing is significantly correlated with organizational commitment and its sub-dimensions. Knowledge sharing activities are reported to have a positive effect on the level of employee work commitment.

H3: Knowledge Sharing has a positive and significant effect on Organizational Commitment

The research results from Majeed et al., (2020) showed that knowledge sharing is a partial mediator between authentic leadership and organizational commitment by conducting research in several large commercial banks in the Lahore area, with a sample of 350 employees selected from the total population. Kim and Cruz (2016) conducted research on leadership and commitment in the hotel industry which confirmed that sharing knowledge and information with colleagues will increase employees' sense of commitment to the organization or company. The coach must be the right team leader and have the right leadership knowledge and attitudes based on various personal and environmental situations. When leaders have self-confidence and share knowledge with subordinates, employees will be more willing to exert effort to innovate and be committed to the organization (Nguyen and Mohamed, 2011). Research results from Pahi et al., (2022) show that leaders who have a sense of participation are willing to share knowledge, guide and train their employees, which has a positive impact on the quality of their commitment. This confirms that leaders who are participative and transparent with subordinates will tend to share information with employees which indirectly affects the quality of employee commitment.

H4: Knowledge Sharing Mediate the Effect of Authentic Leadership has a positive and significant effect on Organizational Commitment.

METHODS

This research is associative causality research using a quantitative approach. Associative causality research is research that aims to determine the influence between two or more variables. This research explains the relationship that influences and is influenced by the variables to be studied. Researchers first collect theories and references as well as data regarding authentic leadership, knowledge sharing, organizational commitment, social identity theory and related data. The population in this study were all employees of PT. Karya Pak Oles Tokcer work is located in Bali Province with 117 employees. The sampling technique used in this research is saturated sampling which is included in non-probability sampling. The population in this study was 117 people, so the sample used was 117 people. The data collection method uses a questionnaire. The questionnaire in this research will be distributed online using Google Form. The data analysis technique used in this research is SPSS and Structural Equation Modeling Second Order or a variance-based structural equation model or component based SEM called Partial Least Square (PLS).

RESULTS AND DISCUSSION

Convergent Validity

Convergent validity, the correlation between the reflexive indicator scores and the latent variable score. This research uses a loading factor of 0.5 to 0.6 which is considered sufficient, because it is the initial stage of developing a measurement scale and the number of indicators per construct is not large, namely ranging from three to seven indicators.

Table 1. Convergent Validity

Variable	Dimension	Indicator	Outer Loading	Result
Organizational Commitment (Y)	Affective Commitment (Y_1)	($Y_{1.1}$)	0,870	Valid
		($Y_{1.2}$)	0,884	Valid
		($Y_{1.3}$)	0,901	Valid
		($Y_{1.4}$)	0,855	Valid
		($Y_{1.5}$)	0,854	Valid
		($Y_{1.6}$)	0,845	Valid
		($Y_{1.7}$)	0,878	Valid
		($Y_{1.8}$)	0,811	Valid
	Normative Commitment (Y_2)	($Y_{2.1}$)	0,815	Valid
		($Y_{2.2}$)	0,864	Valid
		($Y_{2.3}$)	0,902	;Valid
		($Y_{2.4}$)	0,882	Valid
		($Y_{2.5}$)	0,899	Valid
		($Y_{2.6}$)	0,909	Valid
		($Y_{2.7}$)	0,888	Valid
		($Y_{2.8}$)	0,710	Valid
	Continuance Commitment (Y_3)	($Y_{3.1}$)	0,717	Valid
		($Y_{3.2}$)	0,864	Valid
		($Y_{3.3}$)	0,849	Valid
		($Y_{3.4}$)	0,860	Valid
		($Y_{3.5}$)	0,863	Valid
		($Y_{3.6}$)	0,868	Valid
		($Y_{3.7}$)	0,820	Valid
		($Y_{3.8}$)	0,722	Valid
Authentic Leadership (X)	Self Awarnes (X_1)	($X_{1.1}$)	0,880	Valid
		($X_{1.2}$)	0,918	Valid
		($X_{1.3}$)	0,875	Valid
	Relational Transparency (X_2)	($X_{2.1}$)	0,883	Valid
		($X_{2.2}$)	0,918	Valid
		($X_{2.3}$)	0,848	Valid
	Balanced Processing of Informative (X_3)	($X_{3.1}$)	0,912	Valid
		($X_{3.2}$)	0,897	Valid
		($X_{3.3}$)	0,858	Valid
	Internalized Moral Perspective (X_4)	($X_{4.1}$)	0,851	Valid
		($X_{4.2}$)	0,865	Valid
		($X_{4.3}$)	0,901	Valid
Knowledge Sharing (Z)	*Knowledge Donating* (Z_1)	($Z_{1.1}$)	0,904	Valid
		($Z_{1.2}$)	0,928	Valid
		($Z_{1.3}$)	0,844	Valid
		($Z_{1.4}$)	0,869	Valid
	Knowledge Collecting ($Z_{2.1}$)	($Z_{2.1}$)	0,774	Valid
		($Z_{2.2}$)	0,917	Valid
		($Z_{2.3}$)	0,929	Valid
		($Z_{2.4}$)	0,749	Valid

Primary Data, 2024

Based on Table 1, all variable outer loading values are greater than 0.50. Thus, it can be stated that the data in this research is valid, meaning that the reflective indicators and the latent variable scores have a good correlation and have met the requirements for convergent validity.

Discriminant Validity Test Results

Testing the outer model uses discriminant validity criteria with cross loading. This test is carried out by checking the cross loading with the latent variable. If the cross loading value of each indicator on the relevant variable is the largest compared to the cross loading on other latent variables, then it is said to be valid. An indicator is considered valid if it has a cross loading value greater than 0.50. The results of the discriminant validity test using cross loading are presented in Table 2.

Based on Table 2, it can be seen that all cross loading values for each indicator for each variable are greater than 0.50. Thus, it can be stated that the data in the research is valid, meaning that the latent variable has become a good comparison for the research model. Discriminant Validity Cross Test – Loading Validity Test.

Discriminant validity in this research can also be seen from the root square of average variance extracted (RSAVE) value for each construct with the correlation between one construct and other constructs. This can be seen from the square root value of AVE which is printed in bold which has a value that is greater than the correlation between constructs. The results of the discriminant validity test using RSAVE are presented in Table 3.

Composite Reliability Test Results

In this research, the reliability test uses Cronbach's Alpha and composite reliability parameters. The reliability test results show that the values of all constructs are greater than the minimum limit of Cronbach's Alpha (greater than 0.70. See Table 4) and composite reliability (greater or equal to 0.7).

Based on reliability tests using Cronbach's Alpha and composite reliability, the parameter values of all constructs are above 0.7. Thus, the reliability test using Cronbach's Alpha and Composite Reliability of all constructs has good internal consistency to be used in testing this model.

Evaluation of the Structural Model (Inner Model)

Inner model testing is carried out by looking at the R-square value which is a goodness of fit model test. The R-square of the PLS model is evaluated by looking at the R-square predictive relevance for the variable model. R-square measures how well the observed values are produced by the model and its parameter estimates. The results of inner model testing can be seen in Figure 1.

Structural model evaluation is carried out using Q-square predictive relevance to measure how well the observation values are produced by the model and its parameter estimates. To calculate the Q-square predictive relevance value, the R-square value of the organizational commitment and knowledge sharing variables is needed, which is presented in Table 5.

Based on the data presented in Table 5, it can be explained that the R-square value for variable Z (knowledge sharing) is 0.451, which means this research model is moderate or 45.1 percent of knowledge sharing is influenced by authentic leadership and the remaining 54.9 percent influenced by other factors not included in the model. The R-square value for variable Y (organizational commitment) is 0.603, which means that this research model is moderate or 60.3 percent of organizational commitment is influenced by authentic leadership and knowledge sharing, while the remaining 39.7 percent is influenced by other factors that are not included. into the model.

To measure how well the observation values are produced by the model and also the estimated parameters, it is necessary to calculate Q-square (Q2) as follows:

Table 2. Discriminant Validity Cross –Loading Validity Test

	X1	X2	X3	X4	Y1	Y2	Y3	Z1	Z2
X1.1	**0,880**	0,724	0,696	0,626	0,513	0,432	0,544	0,565	0,476
X1.2	**0,918**	0,703	0,748	0,766	0,456	0,395	0,374	0,512	0,400
X1.3	**0,875**	0,672	0,665	0,628	0,469	0,380	0,426	0,513	0,453
X2.1	0,726	**0,883**	0,633	0,636	0,486	0,396	0,421	0,645	0,575
X2.2	0,663	**0,918**	0,625	0,703	0,570	0,508	0,489	0,643	0,638
X2.3	0,688	**0,848**	0,790	0,757	0,500	0,433	0,455	0,507	0,463
X3.1	0,729	0,681	**0,912**	0,694	0,468	0,380	0,398	0,480	0,462
X3.2	0,722	0,709	**0,897**	0,755	0,546	0,480	0,435	0,552	0,535
X3.3	0,653	0,681	**0,858**	0,687	0,526	0,501	0,539	0,511	0,501
X4.1	0,655	0,730	0,755	**0,851**	0,589	0,538	0,438	0,615	0,608
X4.2	0,629	0,644	0,570	**0,865**	0,472	0,433	0,414	0,567	0,469
X4.3	0,697	0,699	0,760	**0,901**	0,498	0,408	0,493	0,491	0,448
Y1.1	0,453	0,519	0,492	0,522	**0,870**	0,870	0,575	0,691	0,625
Y1.2	0,427	0,520	0,501	0,535	**0,884**	0,863	0,602	0,683	0,615
Y1.3	0,498	0,534	0,555	0,560	**0,901**	0,763	0,659	0,679	0,623
Y1.4	0,477	0,517	0,481	0,551	**0,855**	0,694	0,622	0,643	0,607
Y1.5	0,513	0,494	0,512	0,502	**0,854**	0,706	0,656	0,608	0,616
Y1.6	0,449	0,465	0,442	0,473	**0,845**	0,672	0,582	0,618	0,590
Y1.7	0,455	0,514	0,505	0,500	**0,878**	0,775	0,629	0,640	0,604
Y1.8	0,436	0,493	0,493	0,476	**0,811**	0,668	0,513	0,691	0,612
Y2.1	0,387	0,504	0,487	0,489	0,735	**0,815**	0,515	0,588	0,566
Y2.2	0,442	0,457	0,515	0,488	0,713	**0,864**	0,536	0,614	0,649
Y2.3	0,364	0,461	0,449	0,466	0,790	**0,902**	0,639	0,704	0,673
Y2.4	0,434	0,430	0,417	0,458	0,756	**0,882**	0,576	0,642	0,599
Y2.5	0,375	0,451	0,405	0,440	0,789	**0,899**	0,651	0,650	0,580
Y2.6	0,396	0,463	0,472	0,483	0,781	**0,909**	0,571	0,636	0,655
Y2.7	0,347	0,393	0,434	0,465	0,769	**0,888**	0,595	0,565	0,525
Y2.8	0,366	0,314	0,330	0,338	0,677	**0,710**	0,612	0,483	0,489
Y3.1	0,312	0,256	0,293	0,340	0,566	0,571	**0,717**	0,416	0,439
Y3.2	0,471	0,515	0,542	0,450	0,618	0,600	**0,864**	0,564	0,605
Y3.3	0,433	0,437	0,379	0,403	0,555	0,544	**0,849**	0,493	0,472
Y3.4	0,503	0,574	0,556	0,534	0,526	0,536	**0,860**	0,485	0,520
Y3.5	0,444	0,403	0,486	0,471	0,582	0,565	**0,863**	0,438	0,440
Y3.6	0,454	0,486	0,449	0,502	0,602	0,552	**0,868**	0,485	0,458
Y3.7	0,363	0,382	0,367	0,380	0,567	0,507	**0,820**	0,361	0,391
Y3.8	0,300	0,321	0,280	0,298	0,592	0,605	**0,722**	0,443	0,451
Z1.1	0,511	0,601	0,532	0,580	0,682	0,647	0,472	**0,904**	0,809
Z1.2	0,530	0,644	0,494	0,562	0,643	0,598	0,501	**0,928**	0,868
Z1.3	0,588	0,593	0,536	0,596	0,715	0,672	0,470	**0,844**	0,708
Z1.4	0,485	0,559	0,497	0,530	0,667	0,613	0,554	**0,869**	0,773
Z2.1	0,382	0,463	0,451	0,385	0,604	0,553	0,540	0,653	**0,774**
Z2.2	0,440	0,608	0,515	0,539	0,619	0,604	0,492	0,856	**0,917**
Z2.3	0,456	0,560	0,494	0,547	0,615	0,616	0,511	0,823	**0,929**
Z2.4	0,397	0,493	0,439	0,494	0,567	0,561	0,413	0,668	**0,749**

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$Q^2 = 1 - (1 - R1^2)(1 - R2^2)$

$Q^2 = 1 - (1 - 0{,}603)\ (1 - 0{,}451)$

$Q^2 = 1 - (0{,}397)\ (0{,}549)$

$Q^2 = 1 - 0{,}218$

$Q^2 = 0{,}782$

The Q2 value is in the range $0<Q2<1$, where the closer it is to 1, the better the model. Based on the results of these calculations, the Q2 value obtained is 0.782, so it can be concluded that the model has good predictive relevance. Thus, it can be explained that 78.2 percent of the organizational commitment variable is influenced by authentic leadership and knowledge sharing, while the remaining 21.8 percent is influenced by other factors not included in the model.

Hypothesis Testing

Hypothesis testing is carried out using a t-test, namely separating tests of direct influence and indirect influence or testing mediating variables. Hypothesis testing is carried out by testing two values, namely the p-value is smaller than the alpha value of 5% (<0.05) and the t-statistic value must

Table 3. Fornell Larscker Vallidity Test

	X	X1	X2	X3	X4	Y	Y1	Y2	Y3	Z	Z1	Z2
X	**0,809**											
X1	0,910	0,891										
X2	0,917	0,785	0,883									
X3	0,920	0,790	0,776	0,889								
X4	0,914	0,758	0,794	0,801	0,872							
Y	**0,632**	0,542	0,587	0,584	0,599	**0,777**						
Y1	0,629	0,537	0,588	0,577	0,597	0,948	0,863					
Y2	0,545	0,451	0,505	0,509	0,527	0,940	0,874	0,861				
Y3	0,559	0,501	0,516	0,513	0,515	0,852	0,702	0,682	0,822			
Z	**0,672**	0,564	0,673	0,588	0,630	**0,759**	0,758	0,721	0,586	**0,843**		
Z1	0,680	0,594	0,676	0,579	0,638	0,748	0,761	0,711	0,563	0,976	0,887	
Z2	0,622	0,496	0,631	0,562	0,584	0,724	0,709	0,689	0,576	0,969	0,823	0,846

Primary Data, 2024

Table 4. Composite Reliability

Variable & Dimension	Cronbach's Alpha	Composite Reliability	Result
X (Authentic Leadership)	0,952	0,958	Reliable
X1 (Self Awarnes)	0,870	0,921	Reliable
X2 (Relational Transparency)	0,858	0,914	Reliable
X3 (Balanced Processing of Informative)	0,867	0,919	Reliable
X4 (Internalized Moral Perspective)	0,843	0,905	Reliable
Y (Organizational Commitment)	0,971	0,973	Reliable
Y1 (Affective Commitment)	0,951	0,959	Reliable
Y2 (Normative Commitment)	0,949	0,958	Reliable
Y3 (Continuance Commitment)	0,931	0,943	Reliable
Z (Knowledge Sharing)	0,940	0,951	Reliable
Z1 (Knowledge Donating)	0,909	0,936	Reliable
Z2 (Knowledge Collecting)	0,864	0,909	Reliable

Primary Data, 2024

Table 5. R-Square Test Results

Contructs	R Square	R Square Adjusted
Y (Organizational Commitment)	0,603	0,596
Z (Knowledge Sharing)	0,451	0,446

Primary Data, 2024

have a value greater than 1.96 (>1.96). Description of the results of testing direct influence and indirect influence or testing mediating variables as follows.

Direct Effect

This research uses a Partial Least Square (PLS) analysis approach to test the research hypothesis. The results of the research empirical model analysis were carried out using PLS analysis which can be seen in Table 6.

The effect of authentic leadership on organizational commitment with an original sample value of 0.224 (positive), a t-statistics value of 2.398 and a p-value of 0.017 shows that authentic leadership has a positive and significant influence on organizational commitment, so that H1 in this study is accepted.

The effect of authentic leadership on knowledge sharing with an original sample value of 0.672 (positive), a t-statistics value of 9.775 and a p-value

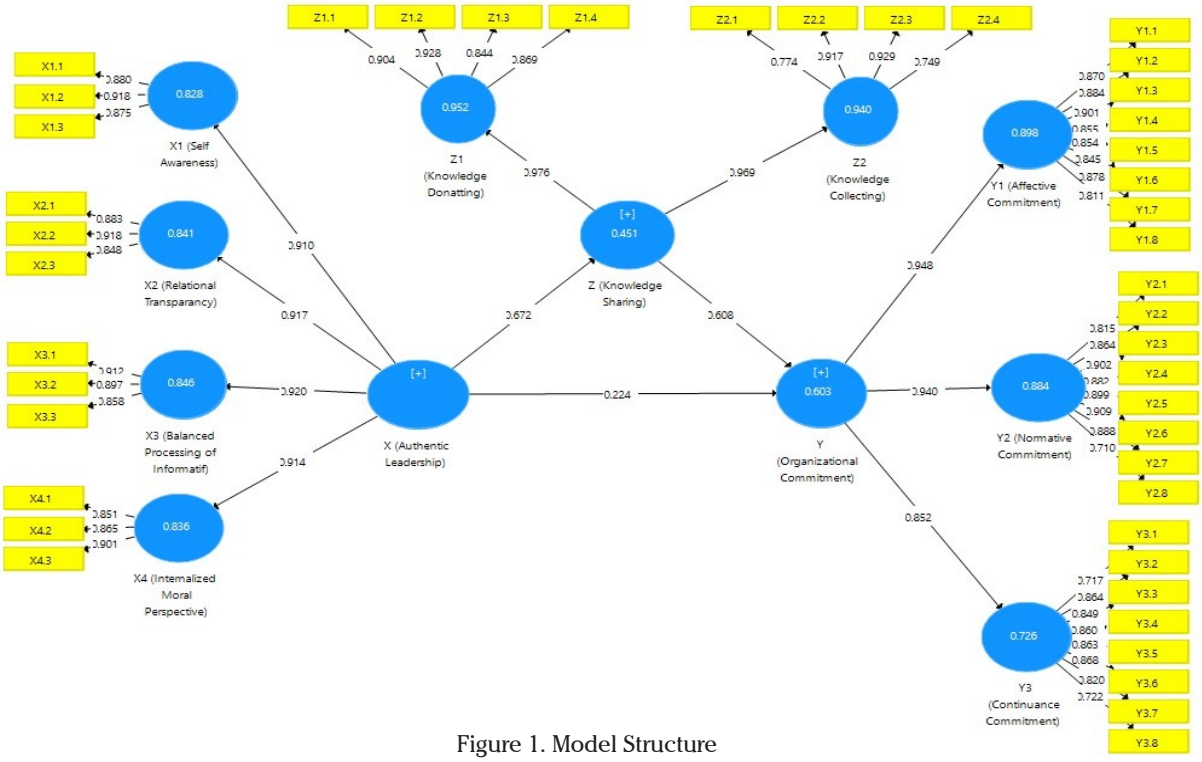

Figure 1. Model Structure

Table 6. Direct Effect

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Authentic Leadership (X)-> Organizational Commitment (Y)	0,224	0,221	0,093	2,398	**0,017**
Authentic Leadership (X) -> Knowledge Sharing (Z)	0,672	0,669	0,069	9,775	**0,000**
Knowledge Sharing (Z) -> Organizational Commitment (Y)	0,608	0,607	0,095	6,389	**0,000**

Primary Data, 2024

of 0.000 shows that authentic leadership has a positive and significant influence on knowledge sharing, so H2 in this research is accepted.

The effect of knowledge sharing on organizational commitment with an original sample value of 0.608 (positive), a t-statistics value of 6.389 and a p-value of 0.000 shows that knowledge sharing has a positive and significant influence on organizational commitment, so H3 in this study is accepted.

Indirect Effect

The mediating role of knowledge sharing on the indirect influence of authentic leadership on organizational commitment is presented in table 7.

The mediating role of knowledge sharing on the influence of authentic leadership on organizational commitment, based on the results of examining the three influences (a, b, and c) shows that the influence of P1, P2, and P3 is positive and significant, so the type of mediating variable in the model is complementary partial mediation. This shows that knowledge sharing partially mediates and complements the influence of authentic leadership on organizational commitment. The

Table 7. Indirect Effect

Indirect Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Authentic Leadership -> Knowledge Sharing -> Organizational Commitment	0,409	0,405	0,072	5,648	**0,000**

Primary Data, 2024

stronger the authentic leadership, the higher the knowledge sharing felt by employees, which results in increased employee organizational commitment.

MANAGERIAL IMPLICATIONS

The results of this research show that there is a positive and significant influence of authentic leadership on organizational commitment and knowledge sharing, knowledge sharing on organizational commitment, and knowledge sharing is able to mediate the influence of authentic leadership on organizational commitment.

The results of this research can enrich the development of human resource management knowledge, especially regarding the behavior employees of PT. Karya Pak Oles Tokcer and supports other empirical studies related to the influence of authentic leadership on organizational commitment which is mediated by knowledge sharing. The reliability shown in the instruments used in this research can be used as a basis for further research and can be used as an empirical consideration for the development of further research in various industries such as manufacturing, banking, and the education industry relating to these variables, especially those related to with organizational life in general.

It is hoped that the results of this research can be a reference for companies PT. Karya Pak Oles Tokcer, especially utilizing and create good authentic leadership so as to create strong and positive knowledge sharing in the minds of employees which ultimately increases employee organizational commitment.

CONCLUSION

Authentic leadership has a positive and significant effect on organizational commitment. Leaders who have good sensitivity and caring will have an impact on their performance in an organization, this can increase a high sense of commitment to the organization. The better the quality of authentic leadership, the higher the organizational commitment of employees.

Authentic leadership has a positive and significant effect on knowledge sharing. Attitudes and behavior to share knowledge with colleagues can increase more effectively and efficiently with leadership that has balanced information management and transparency in the relationship between superiors and subordinates. The better the authentic leadership, the higher the knowledge sharing that employees will have.

Knowledge sharing has a positive and significant effect on organizational commitment. The commitment that an individual has can increase with an employee who wants to share information or knowledge with his co-workers or an individual who takes the initiative to seek information or knowledge from his co-workers, this can build a sense of commitment that an employee has towards the organization or place of the employee. Work. The better the quality of knowledge sharing, the higher the organizational commitment of employees.

Knowledge sharing is able to partially mediate (complimentary partial mediation) the influence of authentic leadership on organizational commitment.

Sharing knowledge or information with colleagues can help a leader to analyze relevant information objectively before making a decision, so that the sense of commitment or comfort of employees and leaders in the company can increase. This explains that the better knowledge sharing an employee has, the stronger the authentic leadership a leader has, resulting in increased organizational commitment. It is recommended for future research to conduct a study on two similar companies and perform a comparative analysis, as this will yield more in-depth research results. ■

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