

AUTHENTIC LEADERSHIP AND WORKING HOURS EFFECT ON HOTEL WORKER'S PERFORMANCE MEDIATED BY WORKERS SATISFACTION

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ARTICLE INFO	ABSTRACT
<p>Keywords: Authentic leadership, Working hours, Workers performance, Workers satisfaction.</p>	<p>The hotel industry sector is experiencing a very rapid revitalization of business conditions due to economic conditions and tourism recovery. Improving management performance is the key to maintaining a position in competition. One of the crucial factors in improving management performance is characterized by good employee performance. Employee performance itself is influenced by several factors, namely leadership, working hours, and job satisfaction. This research aims to explore the relationship between each variable in several hotels in West Kalimantan using a quantitative approach with causal associative research methods. AMOS will then assist in research analysis. This research used a questionnaire to collect data from 215 respondents who were employees of several-star hotels in West Kalimantan.</p>
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1. INTRODUCTION

In this modern era, many businesses operate in many sectors and fields, which surely will support the Indonesian economy. One sector that also plays an important role is the tourism sector, especially in the hospitality sector. In contrast to 2020, there was a reduction in the number of tourist arrivals in West Kalimantan. Then, slowly, in 2022, there is an increase in the number of tourist arrivals in West Kalimantan, especially when the entry points, both air and land routes, begin to reopen. This increased number shows that after COVID-19, there has been revitalization in the hotel business sector in West Kalimantan.

The increase in the number of tourists also influences the increase in the Room Occupancy Rate (TPK) in West Kalimantan. Based on data provided by Badan Pusat Statistik (BPS), there is an increase of 6.60 points in the comparison between November 2022, with a percentage of 57.09%, and October 2022, with a percentage of 50.49%. With this increased number, competition in the hotel sector does not only focus on quantity but also the quality that the hotel concerned can provide. Therefore, an effective management strategy is needed to motivate and develop hotel employees to work well together to realize the hotel's goals.

Employees are the main asset and the human capital whose role is to drive all activities that influence the business entity's progress, including in the hospitality sector. Therefore, regarding employees, workers performance is one of the biggest assets that needs to be paid attention to and maintained. According to [1], performance is defined as a work result (quality or quantity) that the individual has achieved because he has completed his duties according to his responsibilities. Employee performance is an individual's work achievement after making the necessary effort, associated with meaningful work, profile involvement, and good coworkers [2], [3].

Several aspects influence workers performance, one of which is leadership. With the presence of a leader, an individual can be motivated to gain work satisfaction, which will later influence their work performance [4]. One type of leadership currently developing is authentic leadership, which aims at a leader who can be an example and has values and beliefs that align with his actions. An authentic leader is an individual who knows himself well, is honest regarding matters concerning himself, and behaves in line with the values and principles he believes in [5]. In addition, authentic leaders will encourage the implementation of training and development activities to remove work obstacles, offering opportunities

to develop and implement newly acquired skills and providing positive feedback [6], so that it will produce employees who are engaged, enthusiastic, and motivated.

Then another aspect that influences workers performance is working hours. Based on Law No. 13 of 2003, working hours are the time used to carry out or complete work that can be carried out, both during the day and night. Working hours is when an individual who works for an organization carries out his work according to applicable regulations and policies. However, there are several regulations related to employment, namely the maximum limits on the length of time an individual can work, the provision of rest time, and the provision of compensation if the maximum working hours that have been regulated or can be said to be overtime are exceeded in the regulations. In fact, in field conditions, there are cases where employees work more than working hours that are not in accordance with company regulations but do not receive more attention, which will have an impact on workload and then on the workers performance [7].

Next, an aspect that also influences workers performance is workers satisfaction. According to [8], job satisfaction is a supporting factor for an individual to work better. Job satisfaction is related to individual feelings related to various aspects and characteristics of the individual's work [9]. A person will show a positive attitude towards their work if they have high job satisfaction. However, conversely, if their level of job satisfaction is low, they will show a negative attitude towards their work. Things related to job satisfaction are important and is supported by the statement made by [10] in her research, where job satisfaction is vital because it is related to management's efforts to encourage employee performance on an ongoing basis.

Several previous studies have indicated a substantial and positive impact of authentic leadership on workers performance [10], [11]. Furthermore, there is an influence of working hours on workers performance [12]. However, from other research, some results show a significant negative influence of working hours on workers performance [13]. Finally, from research conducted by [14], [15], a favorable correlation exists between workers satisfaction and workers performance. Conversely, [16] states that there is an inverse correlation between workers satisfaction and workers performance caused by self-esteem as an individual factor. There are inconsistencies in the results of research on similar topics from the previous research. Therefore, researchers are interested in further research to straighten out research inconsistencies by deepening understanding regarding the topic raised.

Given the description above, researchers are keen on undertaking a research with the title "The Influence of Authentic Leadership and Working Hours Mediated by Workers Satisfaction on Workers Performance on Hotels in West Kalimantan". This research examines the direct and indirect influence of authentic leadership and working hours on workers performance with workers satisfaction that serving as the mediating variable, specifically in hotel settings. Researchers use the hotel industry as a research object because authentic leadership and the influence of working hours are often seen in work environments and dynamic and developing entities, including in the hotel sector, which illustrates the two things above. Hence, it is important to research the topic raised by researchers.

Literature Review

Authentic Leadership

The word "authentic" comes from Greek, which means "someone who has full power" and also can be interpreted as someone who is "aware of their territory". It means an authentic leader knows themselves and is willing to acknowledge their strengths and weaknesses [17]. Authentic leadership is leadership oriented toward positive associations that are specifically related to behavioral integration, transparency, consistency, self-awareness, and honesty [18]. Then, [19] concluded that authentic leadership can exert a critical positive influence on employee attitudes. Authentic leadership can be used to assess organizational policies or practices related to correct work in an organization.

Based on the explanation above, authentic leadership can generally be interpreted as a leader's ability to understand himself, including his strengths and weaknesses. Authentic leadership then continued to develop, becoming the most studied leader behavior. Because authentic leadership generally positively influences employee attitudes and behavior, which also influences an organization or business entity [20].

Working Hours

Based on Badan Pusat Statistik (BPS) definition, working hours refer to the time an individual dedicates to their employment, except for official excluding official rest periods and time allocated for non-work-related activities during the week. Written in Law no. 13 of 2003 Article 77 Paragraph 1, there

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are 2 provisions for implementing working hours, namely: (1) a daily duration of 7 hours for 6 working days a week, totaling 40 hours per week, or (2) a daily duration of 8 hours for 5 working days a week, also totaling 40 hours per week. Working hours mean the time an individual use to complete his work, which can be done during the day or at night. The duration of an individual's work is usually agreed upon and written in a work contract that has been agreed upon by two related parties, the employee concerned and the company. However, there is still the possibility of working outside the previously agreed working hours because specific work must be completed at that time.

Workers Performance

Workers performance has a very broad concept. Performance can be defined as involvement in a behavior to achieve goals or expected results. Workers performance is a statement that shows that the work performance attempted by an individual is required in the job. Often associated with workers who have meaningful work, a good profile, and colleagues or employers who provide positive support to encourage workers performance [21]. In the study, [22] explain that workers performance has been studied for a long time in various contexts, disciplines, and cultures to understand the causes that improve performance. Workers performance is seen as an individual's effort to meet the individual's goals and expectations at work. There are many definitions of workers performance, but in this research, performance can be identified as an attitude in which an individual participates and contributes to company goals. Then, workers performance can also be understood as individual abilities related to their respective responsibilities.

Workers Satisfaction

Job satisfaction is a situation where employees feel satisfied with the results of their work, which is also influenced by psychological and environmental conditions. According to [23], job satisfaction is an emotional attitude or a pleasant feeling related to loving one's job. Employees who are satisfied with their work will have enthusiasm and responsibility for the organization, which is supported by high participation in work, which can influence the employee's performance. According to [24], job satisfaction is an employee's general attitude towards their work. Employees with high job satisfaction will later be able to show positive behavior toward their work. [25] said that job satisfaction can be interpreted as the extent to which an individual feel satisfied with their work. It can be achieved when the individual finds satisfaction from their workplace and conditions that can motivate them to work better. In the journal, it is also said that organizations with employees who have a high quality of job satisfaction will tend to show a more active and productive attitude and can have a lower turnover rate [26].

Authentic Leadership and Workers Satisfaction

Among the many studies that discuss leadership outcome variables, authentic leadership is widely associated with workers satisfaction in the scientific literature. According to research conducted by [10], authentic leadership also influences workers satisfaction positively and significantly. An employee who considers his leader to be more authentic will also get higher job satisfaction because a leader with an authentic leadership style will support and collaborate with his employees, resulting in a positive effect for followers and the organization, including satisfaction at work. Consistent with research carried out by [27], authentic leadership style strongly and significantly influences workers satisfaction. The stronger the authentic leadership style, the more worker satisfaction will increase.

Working Hours and Workers Satisfaction

Based on research conducted by [28], workers satisfaction is influenced by several factors, including working hours. Job satisfaction is also interconnected with several components, including giving and spending extra time working hours that are not supposed to. In other words, the longer an employee's working hours, the less workers satisfaction, and vice versa.

Authentic Leadership and Workers Performance

Based on research conducted by [29], authentic leadership directly influences workers performance. According to research conducted by [30], there is a positive influence between authentic leadership and workers performance. In this research, it was stated that the stronger the authentic leadership of a leader, the greater the workers performance.

Working Hours and Workers Performance

Based on research conducted by [12], there is a partial influence of working hours on workers performance. The same research proved that increasing working hours can also increase workers performance. In other research conducted by [31], it was stated that there was a positive relationship between working hours and workers performance. It means that if the applicable working hours are

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properly adhered to by superiors and coworkers, workers performance will also increase. Finally, in line with research conducted by [32], compliance with applicable working hours can improve workers performance. It can help to avoid overwork, which can cause employees to become tired.

Workers Satisfaction and Workers Performance

Based on research by [33], there is an influence between workers satisfaction and workers performance. These two things influence each other because the higher the work satisfaction, the higher the work performance produced by that individual. [34] stated that partially workers satisfaction will positively influence workers performance. It is supported by research conducted by [35], where in his research, it was stated that workers satisfaction has a positive effect on workers performance. Then, from research conducted by [36], workers satisfaction positively and significantly influences workers performance, which means that increased workers satisfaction will also improve workers performance. Finally, research conducted by [25], workers satisfaction is a behavior that can influence workers performance, especially when their achievements are appreciated and noticed.

Workers Satisfaction as Mediating Variable of Authentic Leadership and Working Hours on Workers Performance

As previously mentioned, there is an influence between authentic leadership and working hours on workers performance [12], [29]–[32]. Therefore, it is estimated that workers performance is also influenced by the workers satisfaction [37]. Because there is research that shows that authentic leadership helps employees achieve job satisfaction where they work [38], [39]. Apart from that, research shows that working hours play a role in achieving job satisfaction for an employee at his place of work [28].

Conceptual framework

Based on the description above, the conceptual framework in this research is as shown in the figure below.

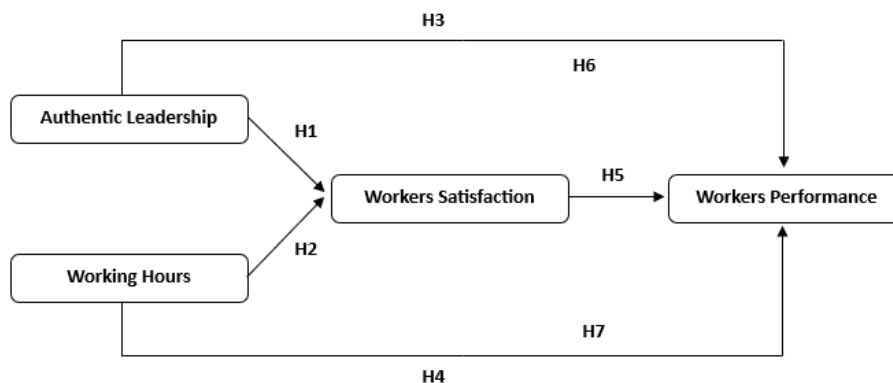


Figure 1. Research Framework

Research Hypothesis

Based on the problem formulation and conceptual framework above, the research hypothesis put forward by the researcher is as follows:

1. Authentic leadership has a positive and significant effect on workers satisfaction.
2. Working hours have a positive and significant effect on workers satisfaction.
3. Authentic leadership has a positive and significant effect on workers performance.
4. Working hours have a positive and significant effect on workers performance.
5. Workers satisfaction has a positive and significant effect on workers performance.
6. Workers satisfaction mediated the positive and significant effect of authentic leadership on workers performance.
7. Workers satisfaction mediated the positive and significant effect of working hours on workers performance.

2. METHOD

Measurements

This quantitative research uses the causal associative method, which seeks to determine the correlation between two or more variables with a causal relationship in the form of cause and effect,

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where the independent variable will influence the dependent variable [40]. This research uses a Five-Point Likert Scale where in the questionnaire given, the respondent will choose the level of agreement or disagreement with the attached statement (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree). The authentic leadership variable is measured with 8 statement items developed by [5] related to self-awareness, internalized moral perspective, balanced processing, and relational transparency. There are 10 statement items developed by [41] to measure the working hours variable related to excessive working hours, work schedule, company regulations, suitability of working time, and balanced working hours. Furthermore, to measure the workers satisfaction variable, there are 10 statement items developed by [23] related to enjoying work, loving work, positive work morale, work discipline, and work performance. Finally, there are 6 statement items to measure the workers performance variable developed by [42], related to task performance, contextual performance, and counterproductive work behavior.

Sampling and Data Collection

The data in this research was taken from employees who work in the star hotel business sector in the West Kalimantan area, with a total of 215 samples. Purposive sampling is the sampling method used in this research. The qualifications for respondents in this research are permanent employees who work in hotels in West Kalimantan, with the criteria being a minimum age of 20 years and having worked for at least 1 year in various divisions in the relevant hotel.

Data Analysis

In this research, the measurement and analysis tool used is Structural Equation Modeling (SEM), a multivariate analysis approach used to test and estimate complex causal relationships between various variables [43]. Then the statistical tool used in this research is AMOS 24. Apart from that, researchers also used the Sobel Test to measure the influence of the mediating variables in this research.

3. RESULT AND DISCUSSION

Result

Respondent Characteristics

The following are the results of the analysis of the respondent profiles that researchers have carried out in this research, namely as follows.

Table 1. Respondent Characteristics

Category	Item	Total	%
Gender	Male	123	57%
	Female	92	43%
	Total	215	100%
Age	20 – 25 Years	115	53%
	26 – 30 Years	52	24%
	31 – 35 Years	21	10%
	36 – 40 Years	14	7%
	41 – 45 Years	9	4%
	46 – 50 Years	4	2%
	Total	215	100%
Working Duration	1 – 5 Years	153	71%
	6 – 10 Years	45	21%
	> 10 Years	17	8%
	Total	215	100%
Education	Junior High School	2	1%
	Senior High School	137	64%
	Associate Degree	36	17%
	Bachelor Degree	40	18%
	Total	215	100%
Hotel	Dayang Resort Singkawang	1	0.5%
	Hotel SwissBelinn Singkawang	2	1%
	Hotel Grand Wisata Sintang	1	0.5%
	Kahyangan Resort Bengkayang	11	5%

Category	Item	Total	%	
Division / Departement	Hotel 95 Pontianak	7	3%	
	Hotel Avara Pontianak	33	15%	
	Hotel Gajahmada Pontianak	40	19%	
	Hotel NEO Pontianak	40	19%	
	Hotel Borneo Pontianak	2	1%	
	Hotel Harris Pontianak	52	24%	
	Hotel Mercure Pontianak	3	1%	
	Hotel IBIS Pontianak	8	4%	
	Hotel Kapuas Palace Pontianak	1	0.5%	
	Hotel Maestro Pontianak	3	1%	
	Hotel Metro Perdana Pontianak	1	0.5%	
	Hotel Star Pontianak	1	0.5%	
	Hotel Transera Pontianak	7	3%	
	Hotel Aston Pontianak	1	0.5%	
	Hotel Orchardz Pontianak	1	0.5%	
	Total		215	100%
		Accounting	13	6%
		Administration & General	3	1%
		F&B Service	46	21%
		Engineering	12	6%
		FB Product	5	2%
	Finance	9	4%	
	Front Office	38	18%	
	House Keeping	36	17%	
	HRD	10	5%	
	Kitchen	3	1.5%	
	Sales & Marketing	26	12%	
	Room Division	3	1.5%	
	Security	6	3%	
	Operational	5	2%	
Total		215	100%	

Measurement Models

The conformance, validity, and reliability test results will be written below.

Table 2. The Value of Standardized Loading Factor (SLF), Consturct Reliability (CR), and Average Variance Extracted (AVE) in the Overall Model Fit

Variables	Items	SLF	CR	AVE
Authentic Leadership	My leader seeks feedback to increase the interaction with others.	0.793	0.983642	0.81588
	My leader can describe others perspectives towards his ability accurately.	0.783		
	My leader is willing to admit the mistakes if he makes it.	0.807		
	My leader encourages each individual to voice out their opinion.	0.827		
	My leader makes decisions based on his own beliefs.	0.747		
	My leader supports me in improving my competencies and values of mine.	0.841		
	My leader listens carefully to different opinions or perspectives before concluding.	0.859		
	My leader analyzes the relevant data before making a decision.	0.87		
Working	I work outside my working hours, and the	0.87	0.961105	0.8698

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Variables	Items	SLF	CR	AVE
Hours	excess working hours are considered overtime work.			
	I work overtime, so the company calculates the overtime per hour.	0.847		
	I arrived at work at the scheduled time.	0.887		
	I come home from work at the scheduled time.	0.886		
	My schedule for going to work is in accordance with company regulations.	0.912		
	My schedule for coming home from work is in accordance with company regulations.	0.898		
	I carry out my work during working hours.	0.89		
	I do not do other work that is unrelated to work during my working hours.	0.804		
	I feel that the company regulations regarding working hours are quite good.	0.86		
	I feel that companies determine working hours by considering the employee's work-life balance.	0.844		
Workers Performance	I strategically plan my tasks to ensure timely completion.	0.852	0.94882	0.940661
	I can complete my tasks well.	0.859		
	Based on personal initiative, I started a new task after the old task I had completed.	0.831		
	I continue to look for new challenges in my work.	0.815		
	I talk to my colleagues about negative things related to my job.	0.752		
Workers Satisfaction	I talk to people outside my workplace about negative things related to my job.	0.772		
	I am aware of the direction or target I want to achieve.	0.822	0.978623	0.95369
	I understand and know how to complete my work well.	0.835		
	I feel that my current job is what I want.	0.785		
	I feel that my work is enjoyable and does not burden or make things difficult for me.	0.775		
	I have the desire to achieve the planned company goals.	0.82		
	I work in accordance with the company's vision, mission, and quality.	0.844		
	I can show regularity in the work I do.	0.863		
	I can work according to the rules and culture that apply in the company.	0.865		
	I can complete the tasks that have been given to me.	0.867		
I can complete my tasks seriously.	0.885			

Based on the table above, the outcomes of validity and reliability test show that the model indicators meet the valid and reliable criteria. Each of the indicators above has an SLF value >0.5 , which means that all the metrics above are valid and adequate for measuring the overall composition of the resulting model. It also can be seen from the table that the CR value is >0.7 , which means that all the instruments above are reliable/trustworthy and can consistently be used to measure structures in all models built.

Table 3. Goodness of Fit Index

Goodness of Fit Index	Cut Off Value	Results	
X ²	Expected to be low	966.017	
Df		521	
X ² – Significance Probability	≥ 0.05	0.000	
CMIN/DF	≤ 3.00	1.854	Good Fit
RMSEA	≤ 0.08	0.063	Good Fit
NFI	≥ 0.90	0.874	Bad Fit
IFI	≥ 0.90	0.938	Good Fit
TLI	≥ 0.90	0.933	Good Fit
CFI	≥ 0.90	0.937	Good Fit

According to table above, the outcome of goodness of fit index indicates that model suitability requirements are accepted. There are 5 measurements that indicates good fit. If there are 3-4 measurements that indicates good fit or above the cut-off value, the research model configuration can be declared accepted.

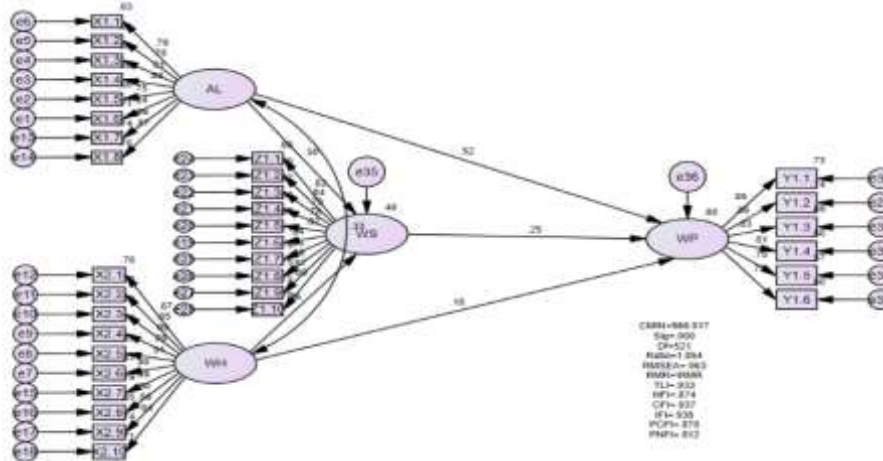


Figure 1. Full Model Testing

Hypothesis Testing

The outcome obtained from examining the impact of the relationship between variables in this research are outlined below.

Table 4. Hypothesis Testing

Hyphotesis	Path	B	S.E.	CR	P
H1	Authentic Leadership → Workers Satisfaction	0.445	0.06	7.936	0.000
H2	Working Hours → Workers Satisfaction	0.199	0.047	4.199	0.000
H3	Authentic Leadership → Workers Performance	0.528	0.071	7.423	0.000
H4	Working Hours → Workers Performance	0.157	0.049	3.191	0.001
H5	Workers Satisfaction → Workers Performance	0.283	0.077	3.696	0.000

Based on the information provided in the table above, the first hypothesis is accepted, where authentic leadership significantly and positively affects workers satisfaction. The outcome of the t-value and p-value support the proof of the hypothesis. The t-value for the authentic leadership and workers satisfaction variables is 7.936, which means it shows more significant result than the t-table value of 1.96. Additionally, the p-value is less than 0.005. Similarly, the second hypothesis is accepted, where working hours significantly and positively affects workers satisfaction. The t-value and p-value outcomes support the hypothesis with a t-value of 4.199 for the working hours and workers satisfaction variables, which means it shows a more substantial result compared to the value of t-table of 1.96. Likewise, the p-value indicates a number below 0.005.

Furthermore, the third hypothesis is accepted, where authentic leadership has a significant and positive influence on workers performance. The results of the t-value and p-value support the proof of the hypothesis. The t-value for the authentic leadership and workers performance variables is 7.423, which

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shows more significant results than the t-table value of 1.96. Likewise, the p-value shows a number smaller than 0.005. Then, the fourth hypothesis is also accepted, where working hours have a significant and positive influence on workers performance. The results of the t-value and p-value support the proof of the hypothesis. The t-value for the working hours and workers performance variables is 3.191, which shows a more significant result than the t-table value of 1.96. Likewise, the p-value shows a number smaller than 0.005. Finally, the fifth hypothesis is accepted, where workers satisfaction significantly and positively influences workers performance. The results of the t-value and p-value support the proof of the hypothesis. The t-value for the workers satisfaction and performance variables is 3.696, which means it shows a more significant result than the t-table value of 1.96. Moreover, the p-value shows a number smaller than 0.005. To confirm the indirect influence of mediating variables on dependent and independent variables, researchers conducted research using the Sobel test, which will be shown as follows.

Table 5. Sobel Test – Significance of Mediation

Hypohotesis	Path	Sobel Test		Result
		t-Stat	P-Value	
H6	Authentic Leadership → Workers Satisfaction → Workers Performance	3.293	0.000	Positive Significant
H7	Working Hours → Workers Satisfaction → Workers Performance	2.775	0.005	Positive Significant

According to the table above, the sixth hypothesis is declared accepted. An indirect effect exists between authentic leadership and workers performance through workers satisfaction. The Sobel test results indicate the t-value of 3.293 and the p-value of 0.000. The results of this test show that the t-stat is greater than the t-table value, namely 1.96. Likewise, the p-value is smaller than 0.05. Finally, the acceptance of the seventh hypothesis is confirmed. There is an indirect effect between working hours on workers performance through workers satisfaction. According to outcome of the Sobel test, there is a t-value of 2.775 and a p-value of 0.005. The results of this test indicate that the t-value is greater than the t-table value, namely 1.96. Likewise, the p-value is given a value of less than 0.05.

Discussion

Research conducted by researchers shows that the first hypothesis is accepted, namely that there is a positive and significant correlation between authentic leadership and workers satisfaction, which is also supported by previous research, where there is a positive relationship between these two variables [10], [27], [38]. It shows that authentic leadership can increase workers' satisfaction through positive or negative feelings employees feel towards their work. Then, the acceptance of second hypothesis confirmed, there was a positive and significant relationship between working hours and workers satisfaction. This was also supported by previous research showing a positive relationship between working hours and workers satisfaction. Since the length of working time can influence workers satisfaction, either increasing or decreasing the satisfaction level of the employee concerned [28], [44].

Furthermore, the third hypothesis is likewise affirmed, indicating that authentic leadership positively and significantly influences workers performance. This aligns with various prior studies that shows the effect of authentic leadership on workers performance [29], [30], [45]. The fourth hypothesis shows that the relationship between working hours and workers performance also has a positive and significant relationship, which is also supported by previous research [12], [31], [32]. Working hours that are too long or do not suit employee needs and preferences can affect workers performance because working hours can affect stress levels, fatigue, health, and employee productivity. Workers satisfaction towards workers performance in the fifth hypothesis is also accepted with positive and significant results and is supported by previous research with positive and significant results between these two variables [25], [35], [36]. It shows that the two influence each other. If the level of workers satisfaction is high, the level of workers performance will also increase. Employees who are satisfied with their work will motivate themselves to work well to increase their work performance.

Then, workers satisfaction as a mediating variable in the sixth hypothesis was declared accepted, which shows a significant and positive influence of authentic leadership on workers performance, which is mediated by workers satisfaction. This statement is supported by [46] in his research, which shows significant results from authentic leadership on workers performance through workers satisfaction. The seventh hypothesis is stated to be accepted, where in this hypothesis, there is an influence between

working hours on workers performance, which is mediated by workers satisfaction. It is in line with previous research, which shows that working hours also have a positive and significant influence on workers satisfaction [28], [47] which can then be used as a tool to predict increases or decreases in workers satisfaction or other words can conclude that it influences the quality of workers performance [48]–[50].

4. CONCLUSION

Based on research conducted by researchers, the results of this study indicate that authentic leadership and working hours influence workers performance in hotels in West Kalimantan. The level of workers satisfaction in the hotels in West Kalimantan strengthens the influence of authentic leadership and working hours on employee performance. Empirically, this research finds that authentic leadership and working hours influence employee performance through employee satisfaction that is in the role of mediating factor. Within this research, the selected participants are the employee aged 20 years or older with a minimum work experience of 1 year in hotels in the West Kalimantan region. Thus, the collection of respondents who were samples in this study was carried out carefully through distributing questionnaires. However, despite the limitations of this research, researchers identified that it is important for employees to measure and evaluate their leaders when they have worked for more than 1 year, expand the hotels that will be used as research objects, and increase the research sample for more concrete results. In addition, future research researchers can develop and strengthen related research using leadership styles, for example, transformational leadership style etc, as well as other variables such as work environment, work stress, compensation, etc. The researcher would like to thank the Faculty of Economics and Business, Universitas Tanjungpura, and the Management Department for holding the MBKM-PPKM program, especially the research program in which the researcher is currently participating. The researcher would also like to thank all the lecturers from the Department of Management, Faculty of Economics and Business, Universitas Tanjungpura, for their guidance and direction, and finally, all the hotels in the West Kalimantan area who have participated in this research.

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