

# The Influence of Authentic Leadership and Employee Well-Being on Happiness at Work, Exhaustion, and Individual Performance at Yoi Kona Coffee & Space Surabaya

Moh Argy Hariran Hindami<sup>1</sup>, Slamet Riyadi<sup>2</sup>, Sumiati<sup>3</sup>

Faculty of Economics and Business, University 17 Agustus 1945 Surabaya

E-mail: argyhariran38@gmail.com<sup>1</sup>, slametriyadi10@untag-sby.ac.id<sup>2</sup>, sumiatife@untag-sby.ac.id<sup>3</sup>

Correspondence: argyhariran38@gmail.com

Article history: Received September 15, 2025; revised September 26, 2025; accepted October 04, 2025

This article is licensed under a Creative Commons Attribution 4.0 International

License



## ABSTRACT

*This study aims to determine the influence of Authentic Leadership and Employee Well-Being on Happiness at Work, Exhaustion, and Individual Performance in Yoi Kona Coffee and Space Surabaya. This study was quantitative in nature. The analysis tool used is The Structural Equation Model (SEM) data analysis method using the Warp PLS 3.0. The sample consisted of 70 respondents using a saturated sample. The results of this study indicated that Authentic Leadership had no significant effect on Exhaustion. Authentic Leadership has a significant effect on Happiness at Work. Authentic Leadership had a significant effect on Individual Performance. Employee Well-Being has a significant effect on Exhaustion. Employee Well-Being has a significant effect on Happiness at Work. Employee Well-Being has a significant effect on Individual Performance. Happiness at Work significantly affects Individual Performance. Exhaustion has a significant effect on Individual Performance.*

**Keywords:** *Authentic Leadership, Employee Well-Being, Happiness at Work, Exhaustion, Individual Performance.*

## INTRODUCTION

A company is an organization whose activities involve production and distribution to meet human needs, established by an individual, several individuals, or another entity. A company that can manage its workforce will have an impact on better performance results, which will be directly proportional to the performance that will eventually be produced by the company. The era of the 4.0 industrial revolution is an absolute and inevitable phenomenon. Therefore, companies must develop strategies to enable transformation and innovation in this era. This is so that companies and businesses that have been established are not left behind by the time and are hindered in their development. Human resources are an important component of an agency that operates an organization or company. Human resources (HR) can also generate a competitive advantage for the organization if the company can manage them effectively. Therefore, human resources are required to be able to improve their performance in order to improve the company's performance and have an impact on employee welfare. For this reason, a company must be able to face competition in the era of globalization, so it is necessary to improve the quality of human resources (HR) with the aim of improving employee performance so that they are more competent in their fields.

*Authentic leadership* is a leadership style that can improve the performance of individual employees, thereby having a positive impact on company performance ( ). At the individual level, it has been proven that an authentic approach is effective in advancing an organization and is able to endure within an organization (George et al., 2007). When organizational leaders know and act based on their true values, beliefs, and strengths, by helping others do the same, higher levels of employee well-being increase, which has been proven to have a positive impact on employee performance (Ryan & Deci, 2001). Authentic leadership is considered a precursor to positive leadership approaches, such as charismatic leadership, transformational leadership, and ethical leadership (Avolio & Gardner, 2005). Authentic leaders are highly aware of their values and beliefs, confident, genuine, reliable, trustworthy, and focused on building employee strengths, promoting a "mindset, and creating a positive and engaging organizational context (Avolio & Gardner, 2005; Gardner et al., 2005).

According to research by Zhen, Zhu, Zhao, and Zhang (2015), *employee well-being* is divided into three dimensions: *life well-being*, *workplace well-being*, and *psychological well-being*. Well-being is a broad concept that refers to many aspects of human life (e.g., satisfaction, positive influence, happiness, distress, engagement, meaning, depression, and positive relationships). Well-being usually considers one or more of three types: happiness (e.g., job satisfaction and commitment), health (e.g., stress and fatigue), and social (e.g., trust and social support). A study on employee well-being showed that increasing employee well-being awareness has a positive effect on mental health, job satisfaction, and organizational commitment, and work-life balance. In response to these needs, the research conducted by Sirgy and Lee (2016) take a balanced approach, including two dimensions of well-being as mediators in the relationship between employee well-being and employee performance, namely *happiness at work* and *exhaustion*.

Pyrce and Jones (2010) stated that happiness is an important aspect of an organization or company. *Happiness at work* is defined as a person's mindset to maximize performance and reach potential at work. This definition explains three important aspect of happiness. First happiness at work is determined by an individual's awareness. Second happiness at work involves the group's role. The third point is that happiness at work kerja bukan is defined as kondisi baik seutuhnya akan tetapi tidak merasakan emosi negatif di tempat kerja. Yang and Hung (2016) found that happier workers are more productive.

Every company will strive to improve its employees' performance. Companies can improve their employees performance in many ways, such as through education, training, providing adequate compensation, motivation, and creating a good and conducive work environment. An employee's performance greatly affects the effectiveness of a company's performance. *Individual performance* and *corporate performance* are closely related. High individual performance significantly affects the overall performance of an organization or company. In other words, if the individual performance of employees is good, it is likely that the performance of the organization or company will also be good.

The subjects of this study were Yoi Kona Coffee and Space. The company is engaged in the *food and beverage* industries. Yoi Kona Coffee & Space is relatively new, having been established four years ago in 2020, and is a cafe in the city of Surabaya. Yoi Kona Coffee & Space, a company in the growing cafe industry in Surabaya, faces similar challenges. In an industry that moves quickly and demands employees to always provide the best service to customers, it is important to understand how *authentic leadership* and *employee well-being* can affect *happiness at work* and *exhaustion* and *individual performance* in relation to authentic leadership, employee well-being, and individual performance. This study aims to explore the influence of *Authentic Leadership* and *Employee Well-Being* on Individual Performance at Yoi Kona Coffee & Space, considering the role of *Happiness at Work* and *Exhaustion* as intervening variables. The results of this study are expected to contribute to the development of more effective management strategies to improve employee performance and to create a work environment that supports happiness and well-being.

## THEORETICAL REVIEW

Human resource management is a strategic approach to manage and develop human resources within an organization, with the aim of achieving organizational goals effectively and efficiently. (Michael Armstrong, 2011). Human resource management (HRM) is part of organizational management that focuses on human elements. This human element has developed into a specialized field of study that examines how to effectively and efficiently utilize human resources to achieve specific goals and provide satisfaction for all parties. Human resource management is a field that studies the relationships and roles of people within an organization or company.

**Authentic Leaderships Influence on Happiness at Work at Yoi Kona Coffee & Space** Research Results (Ana Patricia Duarte, et al., 2021) The purpose of this study was to analyze the relationship between authentic leadership and individual performance, as well as to investigate sequential mediation and effective employee commitment and individual creativity. This study involved 214 employees from different industrial sectors. The results indicate that authentic leadership has a positive effect on individual performance.  
H1: Authentic Leadership has a t effect on Happiness at Work at Yoi Kona Coffee & Space

### Authentic Leadership has an effect on Exhaustion at Yoi Kona Coffee & Space

The results of this study (Giauque, 2022) aimed to examine the impact of work modality and job-related, relational, and organizational climate variables on employee engagement, fatigue, and perceived performance both before and during the period of forced teleworking. The results of this study showed that while the forced teleworking period positively influenced their level of work autonomy, collaboration, and perceived job

strain, it did not affect their level of engagement.

H2: Authentic Leadership affects s on Exhaustion at Yoi Kona Coffee & Space

### **Authentic Leadership affects Individual Performance at Yoi Kona Coffee & Space**

Previous research results (Alzghoul et al. 2018) This study aims to provide empirical evidence related to the interaction between authentic leadership, workplace harmony, creativity, and individual employee performance in the telecommunications sector. The research approach was quantitative. The total sample consisted of 345 employees working in the telecommunications sector in Jordan, from a total population of 370. The results indicate that authentic leadership has a significant effect on employee performance. H3:

Authentic Leadership affects Individual Performance at Yoi Kona Coffee & Space.

### **Employee Well-Being affects Exhaustion at Yoi Kona Coffee & Space**

Research results (Yeni Agustina.2016) This study aims to empirically test the effect of perceptions of procedural justice, perceptions of distributive justice, and emotional exhaustion on accountant performance. The researcher proposes five hypotheses: The research method used was a survey. The population of this study was manufacturing companies, using a convenience sampling method. Based on the results of the hypotheses testing, the following results were obtained: one to five were not supported. The researcher suspected that this lack of support was due to measurement errors in the emotional exhaustion variable and the fact that respondents rarely experienced emotional exhaustion.

H4: Employee Well-Being Affects Exhaustion at Yoi Kona Coffee & Space

### **Employee Well-Being Affects Happiness at Work at Yoi Kona Coffee & Space**

Research Results (Arggiyantari.2022) This study aims to determine the effect of work-life balance and emotional exhaustion on in-role performance with affective commitment as a mediating variable among nurses at Prof. Dr. Margono Soekarjo Regional General Hospital using a quantitative survey method. The number of respondents in this study was 90, selected using purposive sampling. The results of this study indicated that emotional exhaustion significantly affects individual performance.

H5: Employee Well-Being influences Happiness at Work at Yoi Kona Coffee & Space

### **Exhaustion- s have a significant effect on Happiness at Work at Yoi Kona Coffee & Space.**

Research results (Rani Purparini.2024) This study aims to analyze the effect of job demand on employee performance mediated by emotional exhaustion at institution X. The researcher used 75 respondents as samples using simple random sampling. The results of this study indicate that 1) job demand has a positive and significant effect on emotional exhaustion; 2) emotional exhaustion has a positive and significant effect on employee performance; 3) job demand has a positive and significant effect on employee performance; and 4) job demand has a positive and significant effect on employee performance mediated by emotional exhaustion.

H6: Exhaustion has a significant effect on Happiness at Work at Yoi Kona Coffee & Space, as measured by.

### **Happiness at Work influences Individual Performance at Yoi Kona Coffee & Space.**

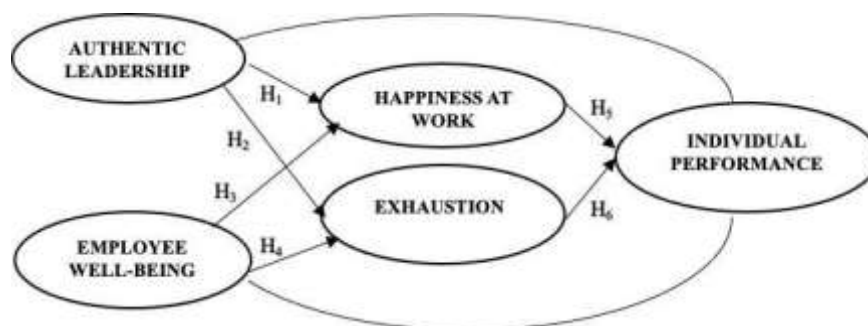
The results of this study (Kustiawan, 2022) examine the influence of affective organizational commitment, job satisfaction, and employee engagement on job happiness and employee performance in manufacturing companies. The sample for this study consisted of employees with a minimum of two years of service at manufacturing companies. This study used 275 questionnaires distributed to respondents at a manufacturing company in Indonesia from May to July 2021. The results of this study show that work happiness (employee well-being) can be used to predict employee behavior and formulate recruitment policies that will help maintain work happiness and satisfaction.

H7: Happiness at Work affects Individual Performance at Yoi Kona Coffee & Space

### **Exhaustion affects Individual Performance at Yoi Kona Coffee & Space**

Research results (Syed Muzaffar Hussain.2022) The purpose of this study was to assess the effect of moderating reflection on nurse performance by integrating emotional exhaustion and work environment. The sample included 220 nurses from the Multan District Hospital. The results of this study indicate that emotional exhaustion and the work environment have a significant positive effect on job satisfaction.

H8: Exhaustion affects Individual Performance at Yoi Kona Coffee & Space



### Conceptual Framework

## RESEARCH METHOD

This study aims to determine the effect of authentic leadership and employee well-being on happiness at work, exhaustion, and individual performance in Yoi Kona Coffee and Space Surabaya. This study was conducted on employees at Yoi Kona Coffee & Space with a sample size of 70 respondents. Descriptive analysis and hypothesis testing were used to answer the research questions. The questionnaire was distributed to 70 respondents in November, 2024. The following are the results of the descriptive analysis:

**Table 5.1 Gender Data**

Gender	Number
Male	42
Female	28
<b>Total</b>	<b>70</b>

**Table 5. 2 Respondents' Age Data**

No	Category	Frequency
1	<19 Years	5
2	19–26 years old	52
3	26–40 years old	13

**Table 5. 3 Respondents' Education Data**

Education	Total
Junior High School	5
High School/Vocational School	55
Bachelor	10
<b>Total</b>	<b>70</b>

## RESULTS AND DISCUSSION

The data were processed using SmartPLS 3.0 to test validity and reliability, which can be presented in three ways: Cronbach's alpha, rho\_A, composite reliability, and Average Variance Extracted (AVE). Convergent validity was measured using external loading values or factor loading. Indicators were considered to meet convergent validity in the good category if the external loading value was > 0.7. The external loading results for each variable are listed in table below:



**Table 2. Outer Loadings Test**

Variable	Item	Outer Loading	Description
<b>Authentic Leadership (X1)</b>	X1.1	0.637	Valid
	X1.2	0.649	<u>Valid</u>
	X1.3	0.756	<u>Valid</u>
	X1.4	0.690	Valid
<b>Employee Well-Being (X2)</b>	X2.1	0.850	Valid
	X2.2	0.860	<u>Valid</u>
	X2.3	0.850	Valid
<b>Happiness at Work (Z1)</b>	Z1.1	0.791	Valid
	Z1.2	0.729	<u>Valid</u>
	Z1.3	0.714	<u>Valid</u>
	Z1.4	0.649	Valid
<b>Exhaustion (Z2)</b>	Z2.1	0.767	Valid
	Z2.2	0.622	<u>Valid</u>
	Z2.3	0.800	Valid

Validity and reliability tests can be presented in three ways: Cronbach's alpha, rho\_A, composite reliability, and Average Variance Extracted (AVE). The table is as follows Discriminant Validity can be determined through the Average Variance Extracted (AVE) method for each indicator to have a criterion of > 0.5 to be considered valid.

**Table 5. 12  
Discriminant Validity**

	Average Variance Extracted (AVE)	Description
Authentic Leadership (X1)	0.607	Valid
Employee Well-Being (X2)	0.728	Valid
Happiness at Work (Z1)	0.538	<u>Valid</u>
Exhaustion (Z2)	0.692	<u>Valid</u>
Individual Performance (Y)	0.716	Valid

Based on the data in the table above, it can be seen that the AVE value of the Authentic Leadership variable is 0.5 with a value of 0.607, for the Employee Well-Being variable value >0.5 with a value of 0.728; for the Happiness at Work variable > 0.5 with a value of 0.538, for the Exhaustion variable > 0.5, with a value of 0.692, and for the individual performance variable 0.5, with a value of 0.716. This shows that each variable had good discriminant validity.

Composite Reliability is used to test the reliability of the variable indicators. A variable can be said to meet composite reliability if the composite reliability value of each variable is > 0.70. The Composite Reliability values for each variable are as follows:

**Table 5.13 Composite Validity**

	Composite Reliability	Description
Authentic Leadership (X1)	0.730	Reliable
Employee Well-Being (X2)	0.889	Reliable
Happiness at Work (Z1)	0.775	Reliable
Exhaustion (Z2)	0.792	Reliable
Individual Performance (Y)	0.835	Reliable

Based on the data in the table above, it can be seen that the Composite Reliability value of the Authentic Leadership variable is > 0.7, which is 0.730; the Employee Well-Being variable has a value of 0.7, namely 0.889; the Happiness at Work variable has a value of > 0.7, namely 0.775; the Exhaustion variable has a value

of  $>0.7$ , namely 0.792; and the Individual Performance variable has a value of  $>0.7$ , namely 0.835. This shows that each variable had a Composite Reliability of  $>0.70$ , indicating that the variable was reliable.

The Composite Reliability test can be reinforced using Cronbach's alpha values. A variable can be considered reliable if it has a Cronbach's alpha of  $\geq 0.70$ . Cronbach's alpha values for each variable were as follows:

**Table 5.14 Cronbach's Alpha**

	Cronbach's Alpha	Description
Authentic Leadership (X1)	0.907	Reliable
Employee Well-Being (X2)	0.814	Reliable
Happiness at Work (Z1)	0.879	Reliable
Exhaustion (Z2)	0.748	Reliable
Individual Performance (Y)	0.806	Reliable

Based on the data in the table above, it can be seen that the Cronbach's alpha value of the Authentic Leadership variable is  $0.7 > 0.7$ , with a value of 0.907; the Employee Well-Being variable has a value of  $>0.7$ , namely 0.814; the Happiness at Work variable has a value of  $>0.7$ , namely 0.879; the Exhaustion variable has a value of  $>0.7$ , namely 0.748; and for the Individual Performance variable, the value is  $>0.7$ , namely 0.806. This shows that each variable has a Cronbach's alpha of  $>0.70$ , indicating that the variables are reliable.

Based on the data analysis, the results can be used to answer the hypotheses in this study by looking at the  $r$  statistics and P Values. The hypothesis was accepted if the P Value was  $<0.05$ . In this study, there were direct and indirect effects because there were independent, dependent, and intervening variables. In the smartPLS program, the hypothesis test results can be seen through the bootstrapping technique path coefficient as follows:

**Table 5. Hypothesis Test**

Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Ket
Authentic Leadership - Exhaustion	0.217	0.269	0.180	1.210	0.227	Positive No Significant
Authentic Leadership - Happiness at Work	0.431	0.456	0.118	3.665	0.000	Positive Significant
Authentic Leadership - Individual Performance	0.423	0.371	0.163	2.590	0.010	Positive Significant
Employee Well-Being - Exhaustion	0.484	0.446	0.186	2.604	0.009	Positive Significant
Employee Well-Being - Happiness at Work	0.479	0.462	0.125	3.826	0.000	Positive Significant
Employee Well-Being - Individual Performance	0.065	0.083	0.172	0.378	0.706	Positive No Significant
Exhaustion - Individual Performance	0.385	0.404	0.144	2.669	0.008	Positive Significant
Happiness at Work - Individual Performance	0.090	0.101	0.156	0.575	0.566	Positive No Significant

Data source processed by SmartPLS 3.0

Based on the test results in the table above, it can be seen that of the 8 hypotheses proposed in the study, only 5 hypotheses were accepted because they had P-values  $<0.05$ . Meanwhile, three hypotheses were rejected because they had an influence indicated by P-values  $>0.05$ ; therefore, it can be concluded that five hypotheses were accepted and three hypotheses were rejected.

### 1. Authentic Leadership affects Exhaustion at Yoi Kona Coffee & Space Surabaya

Based on the results of field research conducted in accordance with respondents' statements through questionnaires, Authentic Leadership had an insignificant effect on Exhaustion at Yoi Kona Coffee & Space Surabaya. These test results can be seen from the hypothesis test results, which show a value of 0.227, meaning that authentic leadership has an effect on exhaustion but is not significant. This

statement is supported by the authentic leadership indicator with the highest value, in which a leader is able to listen to the opinions of subordinates/others before making a decision or conclusion. This shows that leaders should always consider suggestions and inputs to make appropriate decisions.

## **2. Authentic Leadership Affects Happiness at Work at Yoi Kona Coffee & Space**

Based on the results of field research conducted in accordance with respondents' statements through questionnaires, Authentic Leadership has a significant effect on Happiness at Work at Yoi Kona Coffee & Space Surabaya. These test results can be seen from the hypothesis test results, which show a value of 0.000, meaning that the p-value is less than 0.05, indicating that authentic leadership has a significant effect on happiness at work. This statement is supported by the authentic leadership indicator, which has the highest value, namely, that a leader who is able to provide good leadership, is willing to listen to the opinions of subordinates and others, and is wise in making decisions will result in happiness, good quality of life, and good work productivity for employees. This indicates that leaders must always pay attention to the happiness of their employees at work.

## **3. Authentic Leadership Affects Individual Performance at Yoi Kona Coffee & Space**

Based on the results of field research conducted in accordance with respondents' statements through questionnaires, Authentic Leadership has a significant effect on Individual Performance at Yoi Kona Coffee & Space Surabaya. These test results can be seen from the hypothesis test results, which show a value of 0.010, meaning that Authentic Leadership has a significant effect on Individual Performance's statement. This is supported by the authentic leadership indicator, which has the highest value, namely that a leader who is able to provide good leadership, is willing to listen to the opinions of subordinates/others, and is wise in making decisions will produce high performance and good work productivity for employees. This indicates that leaders must always pay attention to the performance of their employees at work.

## **4. Employee Well-Being Affects Exhaustion at Yoi Kona Coffee & Space**

Based on the results of field research conducted in accordance with respondents' statements through questionnaires, Employee Well-Being work has a significant effect on Exhaustion at Yoi Kona Coffee & Space Surabaya. These test results can be seen from the hypothesis test results, which show a value of 0.009, indicating that Employee Well-Being has a significant effect on exhaustion. This statement is supported by the Employee Well-Being indicator, which has the highest value, namely that employee welfare in terms of compensation and salary increases can motivate employees to work so that they do not experience fatigue or work stress. This indicates that employee welfare must always be considered.

## **5. Employee Well-Being Affects Happiness at Work at Yoi Kona Coffee & Space**

Based on the results of field research conducted in accordance with respondents' statements through questionnaires, Employee Well-Being work has a significant effect on Happiness At Work at Yoi Kona Coffee & Space Surabaya. These test results can be seen from the hypothesis test results, which show a value of 0.000, indicating that Employee Well-Being has a significant effect on Happiness At Work. This statement is supported by the Employee Well-Being indicator, which has the highest value, namely, that employee welfare in this case is health insurance provided by the company is quite good, as well as compensation and salary increases, which are able to provide happiness for employees at work so that employee welfare is always taken into consideration.

## **6. Employee Well-Being Affects Individual Performance at Yoi Kona Coffee & Space**

Based on the results of field research conducted in accordance with respondents' statements through questionnaires, Employee Well-Being work has an insignificant effect on Individual Performance at Yoi Kona Coffee & Space Surabaya. These test results can be seen from the hypothesis test results, which show a figure of 0.706, meaning that Employee Well-Being has an influence, but is not significant, on Individual Performance. This statement is supported by the Employee Well-Being indicator, which has the highest value, namely that employee welfare in this case is the concern and comfortable working environment provided by the company, which is quite good and able to improve the individual performance of employees, but does not directly affect employees at work.

## **7. Exhaustion Affects Individual Performance at Yoi Kona Coffee & Space**

Based on the results of field research conducted in accordance with respondents' statements through questionnaires, exhaustion significantly affects individual performance at Yoi Kona Coffee and Space Surabaya. The results of this test can be seen in the hypothesis test results, which show a value of 0.008, indicating that exhaustion has a significant effect on individual performance. This statement is supported by the exhaustion indicator, which has the highest value, where employees often feel dissatisfied with

their work because of the accumulation of work demands, which can cause a decline in individual employee performance.

#### 8. **Happiness at Work affects Individual Performance at Yoi Kona Coffee & Space.**

Based on the results of field research conducted in accordance with respondents' statements through questionnaires, Happiness at Work has an effect, but is not significant, on Individual Performance at Yoi Kona Coffee & Space Surabaya. These test results can be seen from the hypothesis test results, which show a value of 0.566, meaning that Happiness at Work has an influence, but is not significant, on Individual Performance. This statement is supported by the Happiness at Work indicator, which has the highest value, namely, where the relationship between cooperation between the company and employees always feels dissatisfied, thus affecting the individual performance of employees.

### CONCLUSION

Based on the results of the research conducted to determine the influence of Authentic Leadership and Employee Well-Being on Happiness at Work, Exhaustion, and Individual Performance at Yoi Kona Coffee & Space Surabaya. The following are the results of the data analysis conducted through a questionnaire distributed to 70 respondents from all employees of Yoi Kona Coffee & Space Surabaya, which led to the following conclusions:

1. Authentic Leadership affects exhaustion. This means that the better a leader demonstrates authentic character and integrity, as practiced by the management at Yoi Kona Coffee & Space Surabaya towards its employees, the more likely it is to reduce employee stress or fatigue.
2. Authentic Leadership affects Happiness at Work and is stated to be fulfilled. This means that the better a leader demonstrates authentic character and integrity, as practiced by the management at Yoi Kona Coffee & Space Surabaya towards their employees, the more likely it is to increase employee happiness.
3. Authentic Leadership influences Individual Performance, which is stated to be fulfilled. This means that the better a leader is at demonstrating authentic character and integrity, as practiced by the management of Yoi Kona Coffee and Space Surabaya towards its employees, the more likely it is to improve the individual performance of those employees.
4. Employee Well-Being influences exhaustion, which has been found to be fulfilled. This means that employee well-being, when provided by Yoi Kona Coffee & Space to employees, tends to increase stress in employees' work.
5. Employee Well-Being affects Happiness At Work, which is stated as fulfilled. This means that if Yoi Kona Coffee & Space provides employee well-being, it tends to bring happiness to those employees at work.
6. Employee Well-Being affects Individual Performance, which has been declared fulfilled. This means that if Yoi Kona Coffee & Space provides employee well-being to its employees, it tends to improve their performance.
7. Exhaustion affects Individual Performance, which is declared fulfilled. This means that the lower the stress level in an employee's work, the more likely it is to improve employees' performance.
8. Happiness at work affects individual performance, which is stated as fulfilled. This means that the higher the level of happiness among employees at Yoi Kona Coffee & Space, the more likely they are to improve their performance.

### REFERENCES

- Prihananto, P., Persada, S. F., & Larasati, I. K. (2022). Determinants of social media usage in organizations: analysis of millennial employees of telecommunication companies in Surabaya. *Benefit: Journal of Management and Business* (This journal has migrated), 7(1), 9-23.
- George, J. M. (2007). 9 Creativity in organizations. *Academy of Management annals*, 1(1), 439-477.
- Pradhan, R. K., & Hati, L. (2022). The measurement of employee well-being: development and validation of a scale. *Global Business Review*, 23(2), 385-407.
- Raatikainen, M. P., Arnar, D. O., Merkely, B., Nielsen, J. C., Hindricks, G., Heidbuchel, H., & Camm, J. (2017). A decade of information on the use of cardiac implantable electronic devices and interventional electrophysiological procedures in the European Society of Cardiology Countries: 2017 report from the European Heart Rhythm Association. *Ep Europace*, 19(suppl\_2), ii1-ii90.
- Zhu, Z., Zhao, J., Tang, X., & Zhang, Y. (2015). Leveraging e-business process for business value: A layered structure perspective. *Information & Management*, 52(6), 679-691.
- Kim, D., Lee, C. K., & Sirgy, M. J. (2016). Examining the differential impact of human crowding versus spatial



- crowding on visitor satisfaction at a festival. *Journal of Travel & Tourism Marketing*, 33(3), 293-312.
- Jones, P. (2010). You want a piece of me? Paying your dues and getting your due in a distributed world. *AI & Society*, 25(4), 455-464.
- Blunsden, S., & Fisher, B. (2010). The BEHAVE video dataset: ground-truthed video for multi- person behavior classification. *Annals of the BMVA*, 2010(4), 1-11.
- Lara, F. J., & Salas-Vallina, A. (2017). Managerial competencies, innovation and engagement in SMEs: The mediating role of organizational learning. *Journal of Business Research*, 79, 152-160.
- Field, L. K., & Buitendach, J. H. (2011). Happiness, work engagement and organizational commitment of support staff at a tertiary education institution in South Africa. *SA Journal of Industrial Psychology*, 37(1), 01-10.
- Ningsih, S. N. P. (2018). Nilamsari N. The relationship between work fatigue and employee productivity at the Faculty of Da'wah and Communication, UIN Sunan Kaligaga Yogyakarta. *J Ind Hyg Occup Heal*, 3(1), 69-82.
- Robbins, S. P., Judge, T. A., & Millett, B. (2015). *OB: the essentials*. Pearson Higher Education AU.
- Iqbal, M. Z., Faisal, M. M., Ali, S. R., Farid, S., & Afzal, A. M. (2020). Co-MOF/polyaniline- based electrode material for high performance supercapacitor devices. *Electrochimica Acta*, 346, 136039.
- Luthans, F., & Avolio, B. J. (2003). Authentic leadership development. *Positive organizational scholarship*, 241(258), 1-26.
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34(1), 89-126.
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and directions for future research. *Annual Review of Psychology*, 60(1), 421-449.
- Laschinger, H. K. S., Wong, C. A., & Grau, A. L. (2012). The influence of authentic leadership on newly graduated nurses' experiences of workplace bullying, burnout and retention outcomes: A cross-sectional study. *International Journal of Nursing Studies*, 49(10), 1266- 1276.
- Zhang, D., & Cooper, W. L. (2005). Revenue management for parallel flights with customer- choice behavior. *Operations Research*, 53(3), 415-431.
- Gardner, W. L., Avolio, B. J., & Walumbwa, F. O. (2005). Authentic leadership development: Emergent themes and future directions. *Authentic leadership theory and practice: Origins, effects and development*, 3, 387-406.
- Gardner, M., & Steinberg, L. (2012). "Peer influence on risk taking, risk preference, and risk decision making in adolescence and adulthood: An experimental study": Correction to Gardner and Steinberg (2005).
- Ryan, R. M., & Deci, E. L. (2003). On assimilating identities to the self: A self-determination theory perspective on internalization and integrity within cultures.
- Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of personality and social psychology*, 69(4), 719.
- Cong, J., Kati, D. H., & Hasibuan, S. Y. (2024). THE MEANING OF THE PHRASE "GUARD YOUR HEART" IN PROVERBS 4: 23 FOR POST-MODERN YOUTH. *The Way: Journal of Theology and Education*, 10(1), 38-55.
- Putra, M. M. G. A. (2019). Comparison of subjective well-being based on organizational involvement among students. *Psychology Student Journal*, 1(2), 216-226.
- Lestari, D. A. (2021). The influence of work-family conflict and emotional exhaustion on the performance of female nurses through organizational commitment at the Petrokimia Gresik Hospital. *Journal of Management Science*, 9(1).
- Pusparini, R., & Herachwati, N. (2024). THE EFFECT OF JOB DEMANDS ON EMPLOYEE PERFORMANCE MEDIATED BY EMOTIONAL EXHAUSTION. *Journal of Economics, Business, and Accounting (COSTING)* 7(5): 2800-2812.
- Intan, N. A. R. U. R., & Raden, L. N. D. K. U. (2020). The Effect of Job Insecurity, Emotional Exhaustion, and Self-Efficacy on the Performance of Contract Employees in Bandar Lampung.
- Sholikhan, S. (2009). The Effect of Emotional Exhaustion on Job Satisfaction and Its Impact on Teacher Performance. *Journal of Modernization Economics*, 5(3), 238-253.
- Majid, S. Y., Saryono, O., & Prabowo, F. H. E. (2022). THE EFFECT OF EMOTIONAL EXHAUSTION AND WORK MOTIVATION ON EMPLOYEE SATISFACTION EMPLOYEE JOB SATISFACTION (Case Study at Toserba Gunasalma Kawali).
- Agustien, E., & Drahen, P. (2020). The influence of organizational commitment, happiness at work, and work

motivation on employee performance at BKKBN. *Journal of Public Administration*, 8(2), 285-302.

Anandya Nugraha, A. (2020). *The Influence of Training, Work-Life Balance, and Happiness at Work on Employee Performance at BMT in Wonogiri* (Doctoral dissertation, Muhammadiyah University Surakarta).

Agustien, E., & Soeling, P. D. (2020). The influence of organizational commitment and happiness at work on employee performance with work motivation as a mediating variable at the National Population and Family Planning Agency (BKKBN). *JIAP (Journal of Public Administration)*, 8(2), 285-302.