

THE INFLUENCE OF AUTHENTIC LEADERSHIP ON ORGANIZATIONAL COMMITMENTS

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ABSTRACT

This study aims to determine the influence of authentic leadership on the organizational commitments mediated by psychological capital in the sports footwear industry in the Tangerang region. This research uses quantitative methods with the analysis technique of SEM (Structural Equation Modeling) operated using SMART PLS 3.0 program. In this study, the detection of the variable effects intervening effect was conducted through several tests. The results showed that authentic leadership influenced the organizational commitment with psychological capital as mediation between the two. The original sample value of the third influence of this variable is 0.169 and T-Statistic is 3.517. The results of the Sobel test calculation got the value 9622, the value of > 1.96 , which proves that psychological capital can mediate the influence of authentic leadership to the organizational commitment of 96.22%.

Keywords:

Authentic Leadership, Psychological Capital, Organizational Commitment

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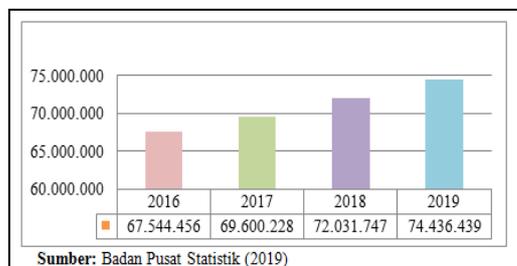
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INTRODUCTION

Nowadays, competition in the business world is very strict. This increasingly tight competition is not separated from the rapid development of technology and information. Discussing the competition in the business world, the workforce that is a capital in the business world is very noteworthy. The amount of labor composition in Indonesia itself continues to change as the process progresses.

In the month of February in 2019, the Central Statistic Agency (BPS) suggested that the number of the working force in Indonesia from 2016 until the year 2019 continues to increase. From 2018 to 2019, The by 2,404,692 people.

Figure 1
Total working force period 2016-2019



The high labor force in Indonesia makes large companies have a higher bargaining position to choose their employees. On the other hand, talented employees believe that he has a better chance of

developing more remuneration in other companies. Quoted in kompas.com *Career Business Leader Mercer* Indonesia WHICH is a global HR consulting firm, "almost 40 percent (respondents) talk every four people out, one or more of its talent".

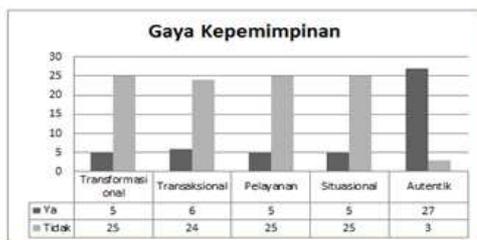
This is a problem for the company, which is when the company has to lose its talented employees and to find new employees to be empowered and will certainly require fewer funds and a long time so that the employee can reach the goals of the company.

The employee's desire to move, stop, or leave the workplace voluntarily or on the decision of the organization is called *Turnover*. Employee Turnover is a crucial issue that the company must handle quickly. One way to overcome employee *Turnover* issues is to understand the commitment employees have to the organization. This is in line with the results of research conducted by Salim, (2013) that said that the organizational commitment is negatively related to the desire to move, the higher the organizational commitment the lower the desire to move from the workplace as well as vice versa. To understand things that affect the employee's commitment to the organization, researchers do *pre-research* with factors and results such as table 1

Table 1
 Results of pre-research factors influencing organizational commitment

No	Faktor-Faktor	Ya		Tidak		Jumlah	
		Responden	%	Responden	%	Responden	(%)
1	Kepuasan kerja	8	25	24	75	32	100
2	Budaya Organisasi	4	12,5	28	87,5	32	100
3	Komunikasi	8	25	24	75	32	100
4	Keterikatan Kerja	5	15,6	27	84,4	32	100
5	Kepemimpinan	29	90,6	3	9,4	32	100
6	Modal Psikologi	27	84,4	5	15,6	32	100

Based on the results of the pre-research, variables that will be thorough researchers to see the relationship with the organizational commitments are the leadership and capital Psychology. Leadership is the way a leader affects subordinate behavior to cooperate and work productively. After the first pre-research, the researcher subsequently did a second pre-research. This is done for researchers to know about the authentic leadership types applied by the shoe industry leadership located in Tangerang.



Sumber: data diolah oleh Peneliti (2019)

Figure 2
 Authentic Leadership Pre-research

Based on the second research researchers do, the authentic leadership applied by the company is authentic leadership. This can be seen from the data displayed by Figure 2 where 27 out of 30 re-

spondents answered that the authentic leadership type applied is an authentic type of leadership.

Organizational commitment is a critical concern in many studies because it provides a significant impact on work behavior such as performance, job satisfaction, employee productivity, and employee turnover. Researchers are therefore interested in researching to know The role of capital psychology in the dissemination of an authentic leadership effect on the employees' organizational commitments.

LITERATURE REVIEW

Organizational commitments

Organizational commitment is an attitude that reflects the individual who knows and is bound by its organization (Griffin, 2004). Organizational commitments are recognized as individual bonds to the organization (Albashiti, Belal, Khaleel Hajjaj, 2016). Masud (2019) Defines the organizational commitments defined as an alignment of individuals with organizational values and objectives, a willingness to perform tasks showing an effort to endure in the organization. Widayati (2018) says organizational commitment is a level where employees are confident and able to accept organizational objectives and want to stay with the organization. According to Giauque (2019), organizational commitment consists of three factors, namely strong confidence in and acceptance of values and organizational objectives, a

significant willingness to work hard and remain a member of the organization.

In this study, researchers adopted three dimensions expressed by previous experts, namely Agu, (2015); Chen, Wang, & Sun, (2012); Hou, Gao, Wang, Li, & Yu, (2011); Albashiti, (2016); Keskes, (2018); Meyer & Allen (1991), which uses three - dimensional organizational commitments i.e. affective, continuation and normative.

Based on the above exposure, the organizational commitment is a bond between employees and organizations capable of affecting the psychological of employees such as being loyal, dedicated, and loyal to the organization.

Authentic Leadership

Authentic leadership consistently focuses on self-concepts and self-expression (Lemoine, 2019). Another opinion is expressed by Rukh et al., (2018) which defines authentic leadership as a form of compelling behavior from the psychological capacity and ethics of positive organizations that results in more self-awareness, internalized moral, balanced information processing, and transparency of relations between leaders and employees.

This is in line with the opinion of Lemoine (2019) which expresses authentic leadership with a leader's self-awareness, self-regulation, self-fit, and modeling characteristics to the subordinate. Algera & Lips-Wiersma (2012) in (Monzani, 2019)

"Authentic leaders display consistency between their values and their actions", in a free sense the authentic leader demonstrates consistency between their values and actions. Previous opinions reinforced by the opinions of Ribeiro (2019) say *"Authentic leadership based on leaders'moral character, integrity, and consistency between principles, words, and actions"*, which means authentic leadership is based on the character's moral characteristics, integrity, and consistency between principles, words, and actions.

Another opinion is expressed by Firdaus (2018) which defines authentic leadership as a leadership process that forms from the positive psychological that individuals have for the advancement of the Organization and characterized by a sense of self-awareness in the personality of the leader to produce leadership that has better positive behavior when compared with other authentic leadership.

In this study, authentic leadership dimensions include *self-awareness, relational transparency, balanced processing, internalized moral perspective* Albashiti, (2016); Gardner (2005); Eid *et al.*, (2012); L *et al.*, (2018); Walumbwa *et al.*, (2010).

Based on expert opinion, authentic leadership is interpreted as the behavior of a leader by displaying positive behaviors that are conscious of their strengths and weaknesses, having the ability to encourage the participation of others and not imposing their perspective on

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others, and acting by personal values, feelings, and beliefs.

Capital Psychology

Capital Psychology is a mental resource that allows people to react positively to the problems encountered in the workplace (Febriana, 2019). Karakus (2018) argues "*Psychological Capital is a Psychological resource that strengthens an individual's resiliency and gives hope on the current situation and future*", in terms of capital-free psychology is a psychological resource that strengthens the resilience of individuals and gives hope to current and future situations. Another opinion expressed by Gooty & Snow (2009) *psychological Capital* as the nucleus builds better properties relating to the criteria of the inner and outer effects of individuals of individual components i.e. *efficacy, optimism, hope, and resilience*.

Psychological capital is a positive psychological development for individuals with characteristics that have the confidence to choose and submit the necessary efforts to succeed at challenging tasks (*self-efficacy*); Make positive attribution of the present and future success (*optimism*); Diligent in achieving the objectives and when required to divert ways to achieve the objectives to achieve success (*hope*); and when afflicted with problems and difficulties, individuals can endure, And Rise again beyond the original state to achieve *resilience* (Mikko, 2012).

The dimensional capital of psychology in this study adopted the dimension of Luthans (gooty *et al.*, 2009; M. Gupta & Shaheen, 2017; Luthans *et al.*, 2007; Simons & Buitendach, 2013) which include *self-efficacy, hope, optimism, and resiliency*.

Based on previous expert opinion, capital Psychology or *psychological Capital* can be defined as attitudes, behaviors and mentally that allow people to react positively to problems encountered at work, *psychological capital* or *psychological capital* plays a big role in determining a person's success. The indicator in this study used to measure *Psychological Capital* is to behave positively, have confidence, be optimistic, focus on goals, be able to exceed the boundaries of the self to achieve success.

METHODOLOGY

The study used a survey method with a descriptive approach. The population in this study amounted to 110 respondents with a sample of 86 respondents. The model used in this study is *causal modeling* or relationship and influence, or also known as path analysis (track *path analysis*). To test the hypothesis that will be proposed in this study, the model of the match analysis technique used is SEM (*Structural Equation Modeling*) operated using SMART PLS 3.0 program. In this study conducted a detection test influence the intervening variable through the Sobel test. In the method of PLS, analysis techniques conducted include three

* *The Influence of Authentic Leadership on Organizational Commitments*
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namely the *outer model* analysis,

The outer analysis of this model specifies the relationship between the latent variable and its indicator, or it can be said that the outer model defines how each indicator relates to its variables.

FINDINGS AND DISCUSSION

Model Measurement (Outer Model)

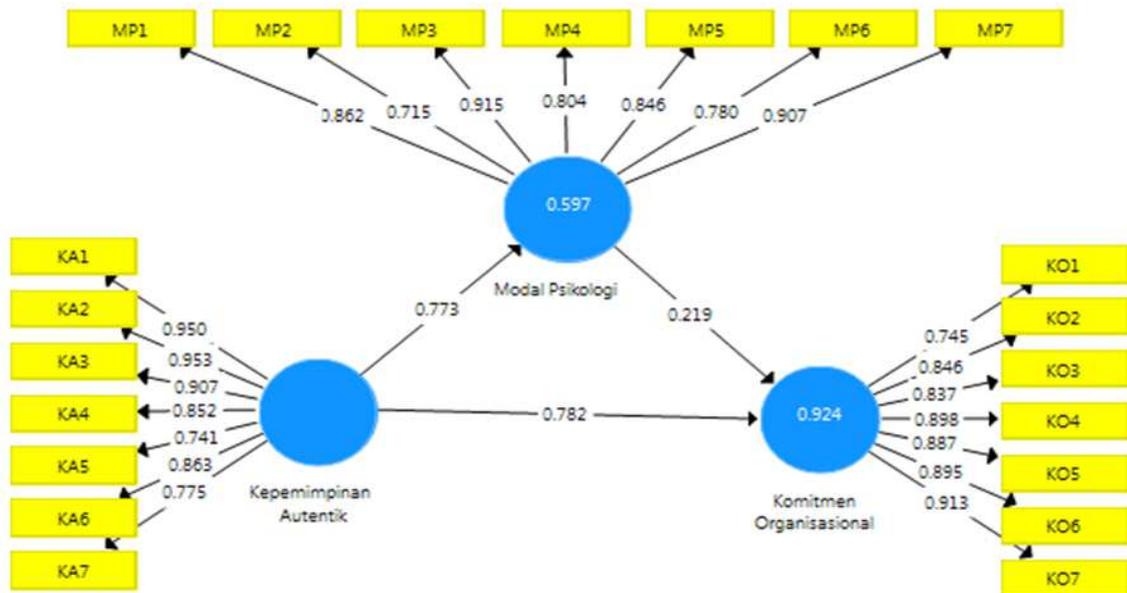


Figure 3. Outer Model

Source: Data processed by researchers Using SmartPLS 3 (2019)

A construction is valid if it has an alpha Cronbach value of > 0.6 . The validity test result with Cronbach Alpha can be seen in table 2

Table 2. Cronbach's Alpha

Variable	Cronbach's Alpha
Authentic Leadership	0.943
Organizational commitments	0.942
Capital Psychology	0.927

Source: Data processed by researchers Using SmartPLS 3 (2019)

In table 2 It can be seen that the Alpha Cronbach value for an authentic leadership variable is 0.943; Organizational commitments 0.942 and psychology capital 0.927. The value of all indicators in an authentic leadership variable, organizational commitment, and psychological Capital > 0.6 , it can be concluded that all the variables in this research variable are said to be valid.

The next test is to calculate the reliability of indicators. The de-

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The degree of reliability is measured by the *Average Variance Extracted* (AVE) value. The EXPECTED AVE value is > 0.5. The higher the AVE value gained, the better and the more robust the indicator diversity shows.

Evaluation of Inner model (structural model)

The first stage in measuring structural models is to calculate the relationship significance between the construct with *R-Square* (R^2).

Table 3. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Authentic Leadership	0.751
Organizational commitments	0.743
Capital Psychology	0.697

Table 4. R-Square (R^2)

Variable	R Square
Organizational commitments	0.924
Capital Psychology	0.597

Source: Data processed by researchers Using SmartPLS 3 (2019)

It can be concluded that authentic leadership has relationships with psychological capital and on the second line model.

The AVE test results alone on each of these research variables vary considerably. The authentic leadership AVE value is 0.751; Organizational commitments 0.743; and capital Psychology is 0.697. All

of the AVE values in this study > 0.5. According to table 3, It can be concluded that the entire construct in this research variable is reliable it appears that authentic leadership has a greater relationship with organizational commitment through the role of psychological capital as a mediator.

The second stage is a test of the F-square value used to assess how much the relative influence of the latent construction is independent of the dependent latent con-

Table 5. F-Square (F^2)

Variable	Ka	Ko	Mp
Ka		3.246	1.482
Ko			
Mp		0.254	

KA (Authentic leadership)
 KO (Organizational commitments)
 MP (Capital Psychology)

struction.

Source: Data processed by researchers Using SmartPLS 3 (2019)

Table Data 5 can be described that the relationship between the authentic leadership variables with the psychology of capital is 1.482 which can mean that both have strong relationships. The relationship between the authentic leadership variables and the organizational commitments of 3.246 can mean that they have strong relationships. The relationship between the psychology of capital variables with the organizational commitments of 0.254 is that it can mean that both have moderate (moderate) relations.

* *The Influence of Authentic Leadership on Organizational Commitments*
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Hypothesis Test

Table 6. Path coefficient (*path Coefficient*)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
Authentic Leadership-> Organisational Commitments	0.782	0.786	0.055	14.109	0.000
Authentic Leadership-> Capital Psychology	0.773	0.784	0.041	18.644	0.000
Capital Psychology-> Organizational Commitment	0.219	0.214	0.060	3.654	0.000

Source: Data processed by researchers Using SmartPLS 3 (2019).

H₁: Authentic leadership impactful positive and significant towards organizational commitments

Authentic leadership has a positive effect on organizational commitments directly with *original sample* values of 0.782 and *T-Statistic* > 1.96 of 14.109. Furthermore, based on the value of *P-values* 0.000 < 0.05 the authentic leadership variables have a significant effect on organizational commitment directly. It can be concluded that authentic leadership has a positive and significant effect on organizational commitments directly, so the H₁ in this study was accepted.

The results showed that the authentic leadership applied by the leadership had a positive and significant influence on the organizational commitment of the employees. The results of this study were following previous research conducted by Albashiti (2016), Choi (2016), Gatling (2016), Rukh

(2018) stating that there was a positive and significant influence between the authentic leadership of the organizational commitments. Authentic leadership affects employees through the perceptual perception of consistent and transparent impressions applied by authentic leaders. The ability of an authentic leader in controlling emotions makes employees feel comfortable and has an impact on increasing organizational commitment to employees.

H₂: Capital Psychology has a positive and significant effect on organizational commitments

Psychology capital has a positive effect on organizational commitments directly with *original sample* values of 0.219 and *T-statistic* > 1.96 i.e. 3.854. Furthermore, based on the value of *P-values* 0.000 < 0.05 then the psychology of capital variables significantly affects organizational commitments directly. It

* *The Influence of Authentic Leadership on Organizational Commitments*
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capital has a positive and significant effect on organizational commitments directly, so the H₂ in this study was accepted.

The results showed that employee psychology capital has a positive and significant influence on the organizational commitment of employees. The results of this research following the previous research conducted by Albashiti (2016), Chandra (2015), rukh *et al.* (2018), Rego (2016) which states that there is a positive and significant influence between capital psychology and organizational commitment. Organizational commitments are very related to the psychological of one's employees regarding the engagement of the organization. The engagement of employees with their organization can occur if the employee has a positive attitude that can improve his or her relationship with the organization, both leadership, and co-worker.

H₃: Authentic leadership positively and significantly influential towards capital psychology

Authentic leadership has a positive effect on direct psychology capital with *original sample* values of 0.773 and *T-statistic* > 1.96 i.e. 18.644. Furthermore, based on the value of *P-values* 0.000 < 0.05 the authentic leadership variables have a significant effect on direct psychology capital. It can be concluded that authentic leadership has a positive and significant effect on the capital of psychology directly, so the H₃ In this study was accepted.

The results showed that the au-

thentic leadership applied by the leadership of Dept. HRD has a positive and significant influence on the employee's psychological capital. The results of this study were following previous research conducted by McDowell (2018), Kim (2016), Rego (2016) stating that there was a positive and significant influence between the authentic leadership of the organizational commitments.

Authentic leader attitudes that show confidence, optimism, hope about positive things, and self-resilience can directly influence their followers. Also, the individual way to perceive the attitude of its authentic leaders has an effect on the development of positive psychology in themselves. Through positive perception, the behavior of employees, in particular, can be directed to be better to achieve the objectives of the organization or the company.

Table 7. Indirect effect).

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O /STDEV)	P Values
Authentic Leadership-> Capital Psychology-> Organizational Commitments	0.169	0.168	0.048	3.517	0.000

Source: Data processed by researchers Using SmartPLS 3 (2019)

H₄: Capital Psychology radiating authentic leadership influence over organizational commitments positively and significantly

Authentic leadership influences

* *The Influence of Authentic Leadership on Organizational Commitments*
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organizational commitment with the psychology of capital as mediation between the two. *The original* value of These three variables effect is 0.169 and *T-Statistic* > 1.96 ie 3.517.

Furthermore, based on the value of *P-values* $0.000 < 0.05$, the authentic leadership variables influence the organizational commitment with the psychology of capital as the mediation significantly affects indirectly. It can be concluded that the authentic leadership variables have a positive effect and are significant to the organizational commitments with the psychology capital as mediation, so the H_4 in the study was accepted.

Variable impact detection of Mediator (*Sobel Test*)

Sobel test is a test to find out if the relationship through a variable of mediation is significantly capable as a mediator in the relationship. As an example of influence A to B through M. In this case the variable M is the mediator of the relationship from A to B. To test how large the role of the M variable mediated influence A against B used the Sobel test. Based on the results of the calculation Sobel test above get the value of 9.622, because the value of Z obtained at $9.622 > 1.96$ with a significant rate of 5% then proves that the capital of psychology is capable of the influence of authentic leadership on the organizational commitments of 96.22%.

CONCLUSION

Based on PEnelitian which has been done, can be concluded empirically through the description, Statistical data processing, interpretation and analysis of data that has been outlined in the previous chapter, then the researcher can conclude the following things:

The first hypothesis test results showed a positive and significant direct influence between the authentic leadership of the organizational commitments. This means that, if the company's leadership still applies authentic leadership to itself, employees will have a strong organizational commitment with the company.

The results of the second hypothesis showed a positive and significant direct influence between the psychology capital and organizational commitments. This means that, if the company's employees have positive capital psychology on him then the company's employees will have a strong organizational commitment with the company.

The results of the third hypothesis showed a positive and significant direct influence between the authentic leadership of the psychology capital. This means that the authentic leadership applied by the company's leadership can influence the employee's psychological capital. This results in a change that is aware of employees and will positively impact the achievement of the objectives of the company.

The fourth hypothesis test results to appoint a positive and significant indirect influence between the authentic leadership of the organizational commitments mediated by capital psychology. This means that through authentic leadership applied to the lead can influence organizational commitment through positive psychology of the employee.

IMPLICATIONS

The results of this study can provide knowledge and understanding to the management of the company, that is when the company leader implements authentic leadership, the behavior posed by the authentic leadership such as confidence, optimism, and strong self-resistance to the problem can influence the capital of psychology in employees. This psychological capital will affect the perception of employees to be loyal to the company. This capital of psychology will directly affect the organizational commitment to employees that make employees feel tied to the company.

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