

Authentic Leadership on Psychological Capital of ASN Employees with Life-Work Balance as an Intervening

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ABSTRACT

This study aims to see how the influence of Authentic Leadership on the Psychological Capital of ASN Employees with Life-work Balance as an Intervening. This type of research is explanatory research. The population is ASN employees of the Rokan Hulu District Health Office, totaling 65 people. Data analysis in this study used SEM-PLS. Based on the data processing, it was found that there was a significant effect of Authentic Leadership on Psychological Capital, there was also a significant effect of authentic leadership on work-life balance, the variable of work-life balance on psychological capital, and work-life balance was stated to be able to mediate the influence of Authentic leadership on Psychological Capital in ASN employee of the Rokan Hulu Health Service. Based on the results of research, social support and organizational citizenship behavior have an influence on psychological capital, so that all elements of the Rokan Hulu District Health Office should improve work life balance indicators and authentic leadership.

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Introduction

The organization's need for leaders who are able to deal with various changes in society, has led many researchers to examine what is called authentic leadership. This leadership style is leadership based on integrity and ethical behavior that is open, transparent, and considers all stakeholders (Avolio, Walumbwa, & Weber, 2008; George, 2003; Walumbwa et al., 2008 in Christa, 2012). So that authentic leadership behavior leads to a high level of perception of fairness among subordinates.

Authentic leadership is open, transparent, and consistent in the decision-making process, including in interacting with followers. They self-regulate to make a balance and always encourage followers to voice opinions from diverse points of view so that they are taken into account in the decision-making process (Avolio et al., 2008 in Christa, 2012). Authentic leaders behave in ways that are consistent with their own values and morals, upholding a high level of integrity and trust among followers. They try to align their strengths and weaknesses, and how those strengths and weaknesses can be felt by their followers in order to be developed into effective leaders (Walumbwa et al., 2008 in Christa, 2012). Authentic leaders are those who are considered authentic by followers.

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Under authentic leadership, followers will have positive rather than negative emotions towards the organization and themselves, thereby increasing the capacity of psychological resources (Baykal, 2018:60). Similarly, Csikszentmihalyi and Hunter (2003) in Mahmut & Elif (2021) argue that with authentic leadership, individuals can express themselves easily, culminating in motivation and contribution to higher levels of psychological capacity. In addition, authentic leaders promote followers' innate motivation and enlarge their mental abilities. This is possible through the enlargement of individual psychological capacities that can be developed from attitudes and cognitive (Wooley, Caza and Retribution, 2011). A significant characteristic of psychological capacities is that they are stable over time but open to self-improvement (Luthans et al., 2006 in Mahmut & Elif, 2021). Through increased psychological capital, people can use their mental capacities more effectively. So they will feel more confident and have a more optimistic and hopeful view of the use of their own power, which in turn can improve their mentality as rulers in the long term. Furthermore, Donald (2018) also conducts research on leaders to see how their strategies are in dealing with the balance between their work and personal/social life. It was found that managers who take good care of themselves are able to be at the top of leadership with a balanced life. Such self-care includes the need for physical self-care for a balanced diet, regular exercise, and adequate sleep (Boyle, 2011). Employees and managers who fail to practice effective self-care behaviors experience negative consequences on their life satisfaction and well-being (Boyle, 2011). However, leaders by consistently practicing healthy self-care behaviors reported happier lives overall (Canning, 2011).

Health workers (nurses) are one of the professions that have high working hours among other professions. Especially when the Covid 19 pandemic hit the world and Indonesia, the working hours of the health workers were no longer regular. Even because of the high number of Covid-19 sufferers, they are more often unable to manage their life balance between work and social life. Likewise, because of the increasing number of Covid-19 sufferers in Riau, the psychological capital (positive psychological) they have is also getting lower, considering that many of their professions are also victims of the virus.

Based on the phenomenon, previous research and the conceptual theory described above, the authors are interested in conducting research on "Authentic Leadership on Psychological Capital for ASN Employees with life-work balance as an Intervening (Study at the Rokan Hulu District Health Office)."

Theoretical support

Authentic leadership

Authentic leadership is described as a leader who is self-aware, open and confident in himself while acting in accordance with his values, beliefs, motives and beliefs. Walumbwa, et al., (2008) in Rolando (2020) in a journal entitled, "Authentic Leadership: Development, and Validation of a Theory-Based Measure" defines authentic leaders as leaders who are self-

aware, open in carrying out a balanced process, promote ethical climate and foster relational transparency with their followers.

Work-Life Balance

Work-life balance refers to a good concept between the world of work and outside work by minimizing conflict (Clark in Fapohunda, 2014). Work-life balance is about how a person seeks balance as well as comfort at work and outside of work. Parkes and Langford (2008) in Donald (2018) define work-life balance as individuals who are able to commit to work and family, and are responsible for both non-work activities. In aligning these two things, a balance is needed, many employees find it difficult to manage both at work and in their own health. This is important in the area of human resources where this balance plays an important role in the smoothness and success of employees (Saleem & Abbasi, 2015).

Schermerhorn (2005) in Marjorie (2020) reveals work-life balance is a person's ability to balance the demands of work with personal and family needs. Individuals who can balance their roles well, even though these individuals have demanding duties and responsibilities in two roles for both within the organization and outside the organization. In order to support the needs of employees, both in the organization and in psychological needs, the employee must have the ability to manage the time needed in these two different roles. If the needs and demands of an employee have been met, it can be said that he or she already has a work-life balance.

Modal Psikologis

As cited by Mahmut & Elif (2021), Luthans (2007) defines psychological capital as a construct of an order that can be measured, developed and taught to achieve higher performance. This is done with the positive development of the individual (Luthans, Youssef, and Avolio, 2007). This psychological capital includes self-efficacy, hope, optimism, and resilience. The four indicators are human strengths that are positively oriented, measurable, can be developed and managed for higher performance (Baykal, 2020: 278). Psychological Capital is mutable and expandable, which is why it is considered a future "state" rather than a "trait." Psychological capital can be modified and enhanced with the help of positive organizations, programs, and on-the-job training (Lupşa et al., 2020: 1508). Research and theories produced by psychological figures, from the beginning of their development until now, are mostly oriented to the concept of positive psychology (Luthans, et al, 2007; in Mahmut & Elif 2021). In its development, the concept of positive psychology which is also called positive organizational behavior (POB) is also widely used to manage human resources in organizations. POB is defined as the study and application of the positive strengths and psychological capacities of human resources that can be measured, developed, and managed effectively to improve performance.

Research method

This study will use a procedure called a descriptive and explanatory survey, which will explain the description of each variable and the relationship per variable. The relationship model of each variable used in this study is causality, namely the independent variable / independent variable affecting the dependent / dependent variable. Explanatory research refers to the hypothesis that will be tested against the phenomena that occur. This phenomenon can be seen in the object of research, namely ASN employees of the Health Service, Rokan Hulu Regency. Based on the purpose of this study, namely to describe and examine each variable in the study, namely authentic leadership, work balance and psychological capital for ASN employees at the Health Office, Rokan Hulu Regency, descriptive and verification are the nature of this study. In the descriptive analysis, it will be explained about the independent and dependent variables which are the theoretical basis in the study by containing theories of the variables studied, namely authentic leadership, work balance and psychological capital. This study collects data by distributing questionnaires to employees who work as State Civil Apparatus (ASN) in several local government institutions in one of the provinces in Indonesia. To test the hypothesis that had been built previously, using the “social networking & snowballing sample” technique (Abdillah, 2020; Fink, 2003), 65 respondents voluntarily agreed to be involved in filling out the questionnaire.

Results

Measurement Model Test Results

In the SEM-PLS analysis, the measurement model testing aims to evaluate the validation of the measurement scale of each variable (Hair et al., 2014). Evaluation of the measurement model is carried out in three stages.

Table 1. Descriptive statistics of Work-life balance variables

Question Items	M	M1
WLB01	2,74	3,38
WLB02	4,00	
WLB03	4,00	
WLB04	4,15	
WLB06	2,71	
WLB10	3,72	
WLB11	3,25	
WLB12	3,05	
WLB13	2,77	

Table 2. Evaluation of reflective measurement model

Variable	Item	Loadings	AVE	CR	α
Authentic Leadership (KA)	KA01	0,76***	0,67	0,96	0,95
	KA02	0,75***			
	KA03	0,87***			
	KA04	0,65***			
	KA09	0,80***			

	KA11	0,91***			
	KA12	0,85***			
	KA13	0,78***			
	KA14	0,83***			
	KA15	0,84***			
	KA16	0,90***			
Psychological model (MP)	KK01	0,81***	0,61	0,95	0,94
	KK02	0,82***			
	KK03	0,82***			
	KK04	0,77***			
	KK05	0,77***			
	KK06	0,78***			
	KK07	0,68***			
	KK08	0,83***			
	KK09	0,80***			
	KK10	0,76***			
	KK11	0,77***			
	KK12	0,77***			
Work-life balance (WLB)	WLB01	0,84***	0,69	0,95	0,94
	WLB02	0,80***			
	WLB03	0,79***			
	WLB04	0,77***			
	WLB06	0,86***			
	WLB10	0,76***			
	WLB11	0,85***			
	WLB12	0,89***			
	WLB13	0,89***			

Note: CR = Composite reliability, α = Cronbach alpha, AVE = average variances extracted, significant at the level 0,001

The first stage is to test or evaluate the internal consistency of the reliability of each variable. A variable measurement scale is said to be reliable if it has a composite reliability (CR) value and a Cronbach alpha (α) value above 0.95. The results in table 4.6 can be seen that all CR and values in each variable are above 0.95. It can be explained that the variable measurement scale in this study has a good consistency of reliability.

Next, the second stage is testing the validity of each variable. The variable validity test consists of two tests: (1) convergent validity test; (2) discriminant validity test. In testing the convergent validity, each question item is said to be valid if it has a loading value above equal to 0.50 (Chin, 2010). In table 4.6 it can be seen that all of the question items in this study have a loading value above 0.50

In addition, the convergent validity test can also be seen from the average variances extracted (AVE) value. A variable is said to be convergently valid if it has an AVE value above equal to 0.50 (Chin, 2010). In table 4.6 it can be seen that the AVE value of each variable is above 0.50. Based on these two results (loads and AVE values), it can be concluded that the question items on the variable measurement scale in the study are convergently valid.

In the next test, namely the discriminant validity test, the question items in a measurement scale are said to be discriminantly valid if the variable measuring items have a strong correlation to the variable being measured and have a weak correlation or even tend not to be significantly correlated with other variables (Neuman, 2003). 2014). In table 4.7 it can be seen that all items measuring research variables have a higher correlation than their variables compared to other variables. In addition, discriminant validity testing can be done using the "Fornell-Larcker Criterion" (Fornell & Larcker, 1981).

The variable measurement scale is said to be discriminantly valid if the square root value of AVE is higher than the correlation between variables. Table 4.8 shows that the value of the square root of AVE on the authentic leadership variable (1,000) is higher than the correlation between the authentic leadership variable and the psychological model variable (<0.0001) and Work-life balance (0.402), as well as the Work-life balance variable (0.402), Furthermore, the value of the square root of the AVE on the psychological model variable (1,000) is higher than the correlation between the psychological model variable and work-life balance (1,000). These results (loading and cross-loading; Fornell-larcker criterion) indicate that the variable measurement scale in this study is discriminantly valid.

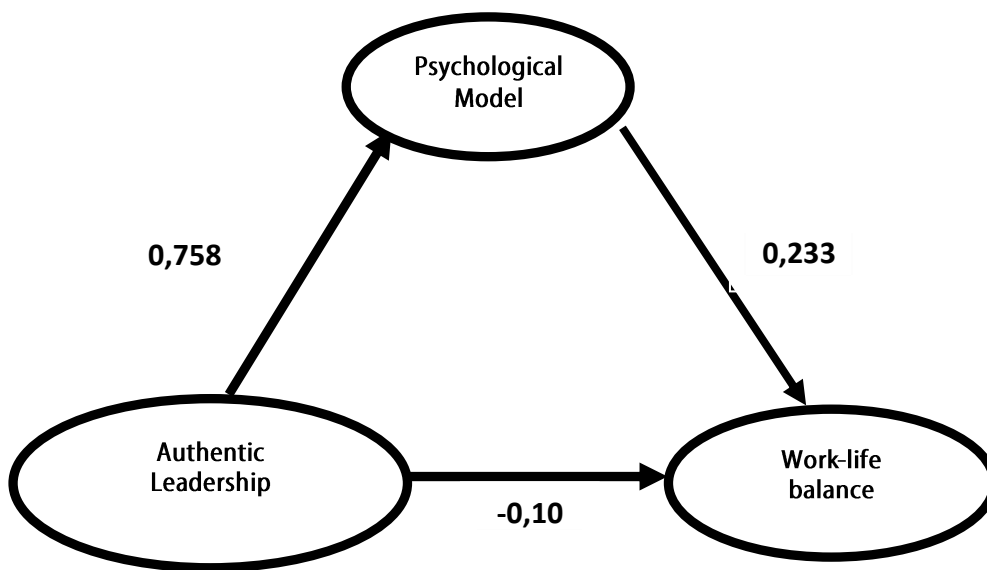
Structural Model Test Results

After evaluating the measurement model, this study then evaluates the structural model. As mentioned in the previous chapter, the evaluation of the structural model aims to test all the hypotheses that have been proposed. Next, Table 4.9, Figure 4.4 and Figure 4.5. reveal the path coefficient values generated by the SEM-PLS analysis of the research model proposed in this study. The first hypothesis (H1) predicts that authentic leadership has a negative effect on work-life balance. The results in table 4.9 The table shows that without a direct mediating variable, authentic leadership negatively causes work-life balance.

The second hypothesis (H2) predicts that authentic leadership has a positive effect on the psychological model. The results in table 4.9 and Figure 4.5 show that this hypothesis is statistically supported ($\beta = 0.29, p < 0.001$). The table shows that the authentic leadership variable positively causes the psychological model.

Table 3. Hypothesis Testing Results

Model 1: No Mediation Variable	
R2 (Work-life balance)	0.39
Model 2: Full Model	
Direct Influence	
Authentic Leadership →Work-life balance	-0,010
Authentic Leadership →Psychological Capital	0,758
Psychological Capital →Work-life balance	0.233
Indirect Influence	
Authentic Leadership →Psychological Capital →Work-life balance	0,177
R-squared	
R2 (Affective commitment)	0,575
R2 (Affective commitment)	0,051



Picture 1. Structural Model 2 : Indirect influence

The third hypothesis (H3) predicts that job satisfaction has a negative effect on distributive justice. The results in table 4.9 and Figure 4.5 show that this hypothesis is statistically supported ($\beta = 0.62$, $p < 0.001$). The table shows that the variable of happiness at work negatively affects the variable of distributive justice.

Furthermore, the fourth hypothesis (H4) predicts that job satisfaction influences authentic leadership on distributive justice. The results in table 4.9 show that this hypothesis is statistically supported ($\beta = 0.62$, $p < 0.001$). The table shows that the job satisfaction variable significantly mediates the effect of authentic leadership on distributive justice.

Discussions

Authentic Leadership Against Psychological Capital

The value of T statistics of the relationship between authentic leadership and psychological capital is 2,150. The test results show that the value of T statistics > 1.96 , so there is a significant effect of authentic leadership on psychological capital. Authentic leaders are described as leaders who are self-aware, open and confident in themselves while acting according to their values, beliefs, motives and beliefs and promoting an ethical climate and fostering relational transparency with their followers. Authentic leaders can increase psychological capital including self-efficacy, hope, optimism, and resilience. The four indicators are human strengths that are positively oriented, measurable, can be developed and managed for higher performance.

Authentic Leadership's Relationship to Work-Life Balance

The T statistic value of the relationship between authentic leadership and Work-Life Balance is 7,084. The test results show that the value of T statistics > 1.96 , so there is a significant effect

of authentic leadership on Work-Life Balance. Work-life balance is defined as the perception of harmony between the setting of various fields, roles, and goals in life that are targeted and their actual realization (Syrek et al. 2011). Drawing from the theory of resource conservation (Hobfoll 1989, 2002) and the work-home resource model (ten Brummelhuis and Bakker 2012), it is assumed that Authentic leadership is a resource for work-life balance. The existence of authentic leadership traits such as the capacity for self-reflection, moral values, and individual growth through interpersonal consideration, makes authentic leaders capable of promoting work-life balance of themselves and others. Authentic Leaders who know themselves well, are transparent about their own needs, expectations, and values, who guide their behavior every day, in every interaction, Authentic leadership is based on an awareness component on the one hand, and a self-regulation component on the other hand and authentic leaders gain self-awareness through self-reflection and introspection. Self-regulation is a means of self-regulation. controls exercised by authentic leaders based on standards. External pressures and expectations determine the actions of authentic leaders to a much lower degree than their internal frames of reference. It is because of their reflective and self-regulating capacity that authentic leadership enables leaders to successfully balance their own needs in work life.

Relationship of Work-Life Balance to Psychological Capital

The value of T statistics of the relationship between Work-Life Balance and psychological capital is 2.878. The test results show that the value of T statistics > 1.96 , so there is a significant effect of Work-Life Balance on psychological capital. Work-life balance itself has the meaning of a person's ability to balance his responsibilities at work and things that are not related to work. Individuals who have a good work-life balance will tend to be confident when in meetings with management, confident to contribute when discussing management strategies, confident when making presentations in front of other employees, finding many ways to solve various obstacles, and find many ways to achieve goals in their careers. Behavior resulting from work life balance is known as psychological capital.

Work-life balance mediates the effect of authentic leadership on the psychological capital of the employees of the Rokan Hulu District Health Office

The results showed that there was a significant effect of authentic leadership on psychological capital through Work-Life Balance. Therefore, Work-Life Balance is stated to be able to mediate the effect of authentic leadership on psychological capital. Authentic leaders actualize themselves by having self-awareness (self-awareness). They know their own strengths and weaknesses and their emotions and are not afraid to show their emotions, their vulnerability to employees. Authentic leadership through work life balance as a person's ability to balance his responsibilities at work and things that are not related to work, can increase psychological capital including self-efficacy, hope, optimism, and resilience. Leaders who admit the mistakes they have made, say the right things even though they are bitter, display an attitude that is in line with their feelings, show actions that are in line with what they believe, will result in their

personal life being pleasant, a better mood, so they will tend to be confident when in meetings with management, confident to contribute when discussing management strategies, confident when making presentations in front of other employees, finding many ways to overcome various obstacles, and achieving goals in their careers.

Conclusion

Based on the results of the analysis and discussion, the authors conclude that it is related to mediating work-life balance on the effect of authentic leadership on the psychological capital of the employees of the Rokan Hulu District Health Office. There is a significant effect of authentic leadership on psychological capital. There is a significant effect of authentic leadership on Work-Life Balance. There is a significant effect of Work-Life Balance on psychological capital. Work-Life Balance is stated to be able to mediate the effect of authentic leadership on psychological capital.

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Disclosure statement

No potential conflict of interest was reported by the authors.

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