



Antecedents and Outcomes of Psychological Capital: The Role of Authentic Leadership and Affective Commitment

Marshanda Clarisa Herlambang¹, Adjeng Mariana Febrianti²

^{1,2} Universitas Widyatama

¹marshanda.clarisa@widyatama.ac.id, ²adjeng.mariana@widyatama.ac.id

Info Artikel

Sejarah artikel:

Diterima 14 Juli 2022

Disetujui 23 Agustus 2022

Diterbitkan 25 September 2022

Keywords :

Authentic leadership;

Psychological capital; Affective

commitment; Leadership style;

Instructor

ABSTRACT

This study aims to investigate the relationship between authentic leadership, psychological capital, and affective commitment to teaching staff at three universities located in Bandung, West Java. This research was conducted with quantitative methods, with the determination of the sample using purposive sampling technique. The number of samples in this study were 135 respondents. The data in this study were collected by distributing questionnaires through Google Forms to respondents, as measured by a Likert scale. The results of this study indicate several findings. First, authentic leadership has been shown to have a positive effect on psychological capital and affective commitment. Then, psychological capital is also proven to be able to influence the affective commitment of teaching staff in Bandung City, West Java. This study emphasizes the importance of leadership style in influencing individuals to bring out their positive attitudes at work, which is characterized by psychological capital and affective commitment.



©2022 Penulis. Diterbitkan oleh Program Studi Akuntansi, Institut Koperasi Indonesia. Ini adalah artikel akses terbuka di bawah lisensi CC BY NC (<https://creativecommons.org/licenses/by/4.0/>)

INTRODUCTION

In the face of competition and turmoil in the business environment, organizations, including human resources in it requires the right strategy and implementation (Kramar, 2014). For this reason, organizations need to realize the importance of leadership for organizational success. Leaders have a crucial role for the organization, and the leadership style applied or possessed by the leader can have an influence on employee behavior and attitudes (A. S. Semedo et al., 2019).

Today, there have been many cases where leaders have adopted unethical and inauthentic leadership styles. This has led to the emergence of several theories of more contemporary leadership styles, such as authentic leadership. Authentic leaders are predicted to have a positive effect on the psychological closeness of employees in the organization (Zhang et al., 2021). The positive things shown by these authentic leaders make employees feel that they are trusted by their leader, and reciprocate through positive work attitudes, such as affective commitment. Affective commitment is the emotional closeness that employees show to the organization (Meyer & Allen in (Wong & Law, 2017); (A. S. Semedo et al., 2019)). Employees who believe in organizational values and have an affective commitment are likely to continue to be part of the organization. Authentic leadership consists of the leader's ability to influence employees or subordinates to achieve goals, hold the values of integrity and honesty, provide authentic and balanced treatment, and build relationships based on transparency (A. S. Semedo et al., 2019).

Leadership style can have a positive or negative influence on mental health, work attitudes, and employee behavior (Harms et al., 2017). Authentic leadership is a very important work resource. Leaders who have an authentic style show good behavior and can encourage positive work attitudes and behaviors (Gardner et al., 2011), including organizational commitment (P. Rego et al., 2016). In addition to authentic leadership, psychological capital is also a useful positive resource for individuals in organizations. Psychological capital is one aspect that can encourage employee self-development. This concept is taken from the organizational behavior approach, and is defined as a positive mental condition characterized by self-efficacy, optimism, resilience, and hope. Individuals who have psychological capital have the confidence to complete tasks by giving adequate effort, have optimism in seeing current and future conditions, try to achieve goals and change plans when needed to achieve goals, and persist when faced with challenges or situations that are not possible fun (Luthans & Youssef-Morgan, 2017).

As a positive attitude of employees, psychological capital allows individuals to become hopeful, have self-efficacy, resilient, and optimistic individuals (Xu et al., 2017). A number of previous researchers have stated that psychological capital has a positive influence on employees' affective commitment ((A. Rego et al., 2012); (Akhtar et al., 2013)). Psychological capital consists of several components that have been identified as predictors of positive employee behavior and attitudes, but research on how this influence occurs still needs to be further deepened (Ribeiro et al., 2021). As a positive attitude of employees, psychological capital allows individuals to become hopeful, self-efficacy, resilient, and optimistic individuals (Xu et al., 2017). A number of previous researchers have stated that psychological capital has a positive influence on employees' affective commitment ((A. Rego et al., 2012); (Akhtar et al., 2013)). Psychological capital consists of several components that have been identified as predictors of positive employee behavior and attitudes, but research on how this influence occurs still needs to be further deepened (Ribeiro et al., 2021).

Organizational commitment is one of the topics that is widely discussed in the realm of individual behavior in organizations, because when owned by individuals, it can lead to useful positive outcomes. Meyer & Allen in (Wong & Law, 2017) divide the concept of organizational commitment into three components, namely affective, normative, and continuance commitments. Of these three components, affective commitment is seen as being able to show the right response to individual behavior in the organization (Mehmood et al., 2016). Affective commitment can be accepted as the satisfaction that employees feel with their personal and organizational systems. Simple commitment is the degree to which employees feel emotionally connected to and involved in the organization ((Çetin, 2011), (Ribeiro et al., 2021). Affective commitment supports employees to work effectively and efficiently because they have a sense of belonging to the organization where they work. ((Alsiewi & Agil, 2014); (Clarence et al., 2021)) show that when employees don't feel good about their jobs or have positive feelings about their jobs, their affective commitment can go down.

Therefore, it is important to understand how leaders can encourage psychological capital and affective commitment from employees, because these two things will help the organization to face challenges and take opportunities, so that it can have a competitive advantage over its competitors. This study was conducted as a follow-up to previous research ((Avolio & Mhatre, 2012); (A. S. Semedo et al., 2019); (Ribeiro et al., 2020)) which suggested expanding research on authentic leadership and highlighting the process of producing positive outcomes for organizations. This is because the research conducted on the mechanism of authentic leadership in influencing employee effectiveness, including affective commitment and psychological capital, is still limited. This study also fills a gap in the literature by demonstrating the effect of authentic leadership on affective commitment and psychological capital.

RESEARCH METHOD

This research was conducted with a quantitative approach to determine and analyze the relationship between causal variables (Sugiyono, 2019). The population of this research is teaching staff who work in three universities in Bandung City, West Java. The sample in this study was determined by a non-probability sampling technique, using a purposive sampling method. The criteria for the research sample is to have worked at the university or its organization for at least one year, so that they can provide an assessment according to their perceptions and conditions. The number of samples in the study were 135 respondents. The data that has been obtained is processed using SEM-AMOS 23 for hypothesis testing.

The data in this study used primary data collected through the distribution of online questionnaires through a digital platform, namely Google Forms. Respondents were asked to choose the conditions that best suit themselves on the statements given in the questionnaire. Respondents' assessment was measured using a Likert scale with five points, namely: 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). This study has three variables, namely authentic leadership, psychological capital, and affective commitment. Authentic leadership is measured using a scale developed by Walumbwa et al. (2008) which has four dimensions, namely self-awareness, relational transparency, internalized moral perspective, and balanced information processing. Furthermore, psychological capital was measured using a scale adopted from Luthans et al. (2007), which has four dimensions, namely self-efficacy, hope, resilience, and optimism. Finally, the

measurement of the level of employees' affective commitment was adopted from the scale developed. Based on the explanation, hypothesis proposed is:

H1: Authentic leadership has a positive influence on affective commitment

H2: Authentic leadership has a positive influence on psychological capital

H3: Psychological capital has a positive influence on affective commitment

The research model of this study is shown in Figure 1 below.

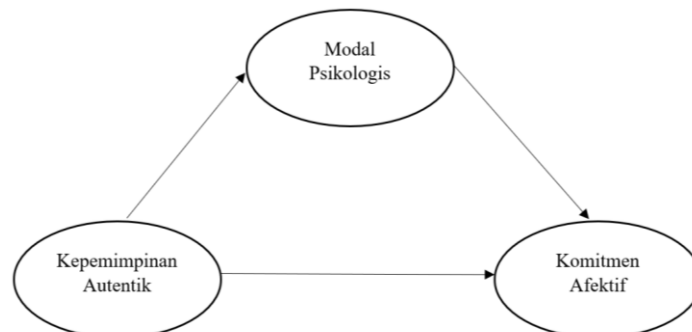


Figure 1. Research Model

RESULTS AND DISCUSSION

Respondents' Profile

The respondents' profile in this study is shown in table 1 below:

Table 1 Respondents' Profile

	Criteria	Amount	Percentage
Gender	Female	78	58%
	Male	57	42%
Age	18 – 30 years old	49	36%
	31 – 45 years old	61	45%
	46 – 60 years old	25	19%
Education	S2	86	64%
	S3	49	36%
Length of work	1-2 years	39	29%
	3-4 years	42	31%
	5-6 years	30	22%
	> 6 years	24	18%

Source: Primary Data (2022)

The majority of respondents in this study were dominated by women (58%) with a total of 78 respondents. Based on age, most respondents were aged 31-45 years (45%), followed by 18-30 years (36%). This indicates that the majority of the teaching staff in this study are of productive age. Based on educational background, the majority of respondents had a master's degree education (86%). Then, based on the length of time worked, the majority of respondents have worked for 3-4 years (31%).

Descriptive Analysis

Table 2 Results of Descriptive Analysis

Variable	%	Category
Authentic Leadership	79.64	Baik
Psychological Capital	73.64	Baik
Affective Commitment	74.21	Baik

Source: Primary Data (2022)

Of the 135 data analyzed, the majority of respondents, namely lecturers at three universities in Bandung City, have perceived that the authentic leadership they feel is in the good category. They also develop psychological capital and affective commitment, which are also in the good category.

Validity and Reliability

Table 3 Results of Discriminant Validity

Construct	Authentic Leadership	Psychological Capital	Affective Commitment
Authentic Leadership	0,7804		
Psychological Capital	0,349	0,7395	
Affective Commitment	0,332	0,495	0,7848

Source: Primary Data (2022)

From the results of the tests that have been carried out, it can be seen in Table 3 if the square root value of AVE is greater than the correlation value between constructs. This shows that all variables in this study are valid. Furthermore, the reliability test was carried out by looking at the Cronbach's Alpha value, with a value criterion of > 0.70 . The results of this study indicate that the values of Cronbach's Alpha, construct reliability (CR), and AVE have met the criteria, so that the research data is reliable and can be used for the hypothesis testing process. Table 4 shows the results of the reliability test.

Table 4 Results of Reliability Test

Latent Variable	Item	Standard Loading	Ca	CR	AVE
Authentic Leadership	KA1	0.947	0.860	0.861	0.609
	KA2	0.940			
	KA3	0.611			
	KA4	0.556			
Psychological Capital	MP1	0,659	0,790	0,796	0,547
	MP2	0,834			
	MP3	0,587			
	MP4	0,719			
Affective Commitment	KAF1	0,863	0,801	0,819	0,616
	KAF2	0,927			
	KAF3	0,510			

Source: Primary Data (2022)

Model Fit Test

Based on the measurement model test, the results from Chi-Square, CMIN/DF, GFI, AGFI, RMSEA, TLI, and CFI meet the cut-off value, and the p-value exceeds 0.05. The CMIN/DF value is also below the cut-off value, which is < 2.00 , as shown in Table 5 below.

Table 5 Results of Model Fit Test

Test Statistics	Critical Value	Test Results	Information
Chi Square	-	58,207	-
Degree of Freedom	-	39	-
p-Value	$> 0,05$	0,065	Fit
CMIN/DF	$< 2,00$	1,492	Fit
Root Mean Square Residual (RMR)	$> 0,05$	0,06	Fit
Root Mean Square Error of Approximation (RMSEA)	$< 0,08$	0,057	Fit
Goodness of Fit Index (GFI)	$\geq 0,90$	0,935	Fit

Source: Primary Data (2022)

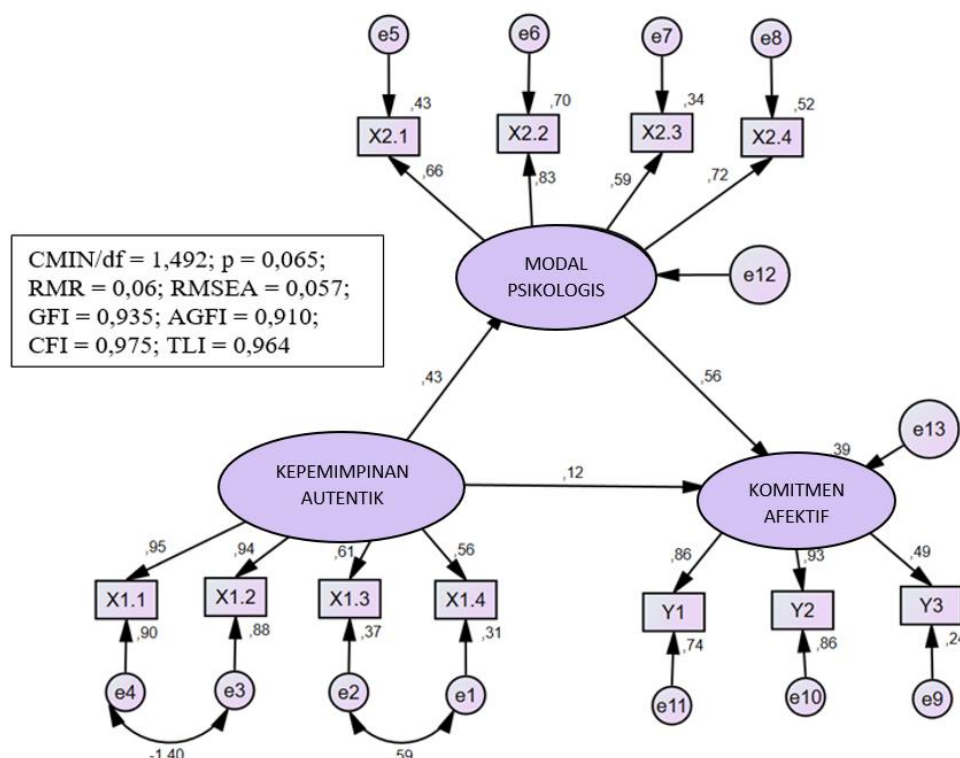


Figure 2. Model Fit

Model Causality Test

The results of the regression weight causality test are shown in Table 6. Further explanation regarding the regression weight evaluation analysis is as follows:

1. The authentic leadership variable has a significant effect on the affective commitment variable with a t-count value that is smaller than the probability value <0.05.
2. The authentic leadership variable has a significant effect on the psychological capital variable with a t-count value that is smaller than the probability value <0.05.
3. The psychological capital variable has a significant effect on the affective commitment variable with a t-count value that is smaller than the probability value <0.05.

Table 6 Results of Regression Weight Evaluation Analysis

			Estimate	S.E.	C.R.	P
Affective Commitment	←-	Authentic Leadership	,630	,156	4,027	***
Psychological Capital	←-	Authentic Leadership	,317	,078	4,072	***
Affective Commitment	←-	Psychological Capital	,103	,073	1,404	,015

Source: Primary Data (2022)

Determinant Coefficient

The magnitude of the contribution of the simultaneous variables to other variables is shown in Table 7. The authentic leadership variable has a role of 52.8% of psychological capital. Psychological capital variable plays a role of 61.1% of affective commitment. The variables of authentic leadership and psychological capital play a role of 65.9% of affective commitment.

Table 7 Results of Determinant Coefficient

Independent Variable	Dependent Variable	R ²
Authentic Leadership	Psychological Capital	52,8%
Psychological Capital	Affective Commitment	61,1%
Authentic Leadership and Psychological Capital	Affective Commitment	65,9%

Source: Primary Data (2022)

Discussion

The results of testing the proposed hypothesis show that the three hypotheses in this study are accepted. In the results of testing the first hypothesis, authentic leadership is proven to have a positive effect on affective commitment. This means that the higher the authentic leadership perceived by the employee, the higher the employee's affective commitment to the organization. The results of this study support the findings of previous studies ((Zhang et al., 2021), 2021; (A. S. Semedo et al., 2019); (A. S. D. Semedo et al., 2016); (Ribeiro et al., 2018); (Ribeiro et al., 2020)). The behavior exhibited by authentic leaders can increase employees' affective commitment. When employees perceive authenticity from the leader, they will develop a stronger emotional attachment to the organization because employees feel that an authentic leader will develop a positive exchange relationship.

Furthermore, the findings of this study also prove the positive influence of authentic leadership on psychological capital. That is, when employees perceive that leaders in their organizations exhibit authentic behavior, they will develop positive attitudes through their psychological capital, namely self-efficacy, hope, optimism, and resilience. The results of this study are in line with previous literature which also found that authentic leadership can increase an individual's psychological capital ((Daraba et al., 2021); (Kong et al., 2018); (Adil et al., 2019)). Authentic leadership can affect psychological capital because the psychological capacity of the leader and a positive organizational context will lead to positive self-development of employees.

Lastly, this study shows that psychological capital affects employees' affective commitment. Employees with high psychological capital will be able to develop various other positive outcomes by utilizing their personal resources, thus leading to affective commitment to the organization. These findings support several previous studies ((Ribeiro et al., 2021); (Clarence et al., 2021); (Wu & Chen, 2018); (Idris & Manganaro, 2017); (Miao & Bozionelos, 2016)). When employees have good psychological capital, they are predicted to be emotionally close to the organization.

CONCLUSION

This study was conducted to respond to the results of further research on authentic leadership. From the tests carried out, the findings show that all the hypotheses proposed in this study are proven to be significant. Authentic leadership is a predictor of psychological capital and affective commitment, and psychological capital was also found to have a positive effect on affective commitment. The results of this study are expected to contribute to the literature by expanding the understanding of authentic leadership theory and the positive outcomes it produces through psychological capital and affective commitment to teaching staff (lecturers) at universities. The findings of this study are also useful for university leaders in particular, as well as managers or leaders in organizations to understand the extent to which authentic leadership styles play a role in shaping psychological capital and increasing employees' affective commitment. Organizations need to establish working conditions that support the growth of employee affective commitment, and enable employees to develop themselves. Thus, organizations or universities need to select, train, and develop leaders who adopt authentic

REFERENCES

- Adil, A., Kamal, A., & Shujja, S. (2019). Perceived Authentic Leadership in Relation to In-role and Extra-role Performance: A Job Demands and Resources Perspective. *Journal of Behavioural Sciences*, 29(1).
- Akhtar, S., Ghayas, S., & Adil, A. (2013). Self-efficacy and optimism as predictors of organizational commitment among bank employees. *International Journal of Research Studies in Psychology*, 2(2), 33–42.
- Alsiewi, A. M., & Agil, S. O. S. (2014). Factors that influence Affective Commitment to teaching in Libya. *Journal of Business and Management*, 16(2), 37–46.
- Avolio, B. J., & Mhatre, K. H. (2012). *Advances in theory and research on authentic leadership*.
- Çetin, F. (2011). The effects of the organizational psychological capital on the attitudes of commitment and satisfaction: A public sample in Turkey. *European Journal of Social Sciences*, 21(3), 373–380.

- Clarence, M., Devassy, V. P., Jena, L. K., & George, T. S. (2021). The effect of servant leadership on ad hoc schoolteachers' affective commitment and psychological well-being: The mediating role of psychological capital. *International Review of Education*, 67(3), 305–331.
- Daraba, D., Wirawan, H., Salam, R., & Faisal, M. (2021). Working from home during the corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance. *Cogent Business & Management*, 8(1), 1885573.
- Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. P. (2011). Authentic leadership: A review of the literature and research agenda. *The Leadership Quarterly*, 22(6), 1120–1145.
- Harms, P. D., Credé, M., Tynan, M., Leon, M., & Jeung, W. (2017). Leadership and stress: A meta-analytic review. *The Leadership Quarterly*, 28(1), 178–194.
- Idris, A. M., & Manganaro, M. (2017). Relationships between psychological capital, job satisfaction, and organizational commitment in the Saudi oil and petrochemical industries. *Journal of Human Behavior in the Social Environment*, 27(4), 251–269.
- Kong, F., Tsai, C.-H., Tsai, F.-S., Huang, W., & De la Cruz, S. M. (2018). Psychological capital research: A meta-analysis and implications for management sustainability. *Sustainability*, 10(10), 3457.
- Kramar, R. (2014). Beyond strategic human resource management: is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25(8), 1069–1089.
- Luthans, F., & Youssef-Morgan, C. M. (2017). *Psychological capital: An evidence-based positive approach*.
- Mehmood, N., Ahmad, U. N. B. U., Irum, S., & Ashfaq, M. (2016). Job satisfaction, affective commitment, and turnover intentions among front desk staff: Evidence from Pakistan. *International Review of Management and Marketing*, 6(4), 305–309.
- Miao, R., & Bozionelos, N. (2016). Linking high-performance work systems to employee attitudes: the moderated mediation model. *Academy of Management Proceedings*, 2016(1), 15372.
- Rego, A., Sousa, F., Marques, C., & e Cunha, M. P. (2012). Authentic leadership promoting employees' psychological capital and creativity. *Journal of Business Research*, 65(3), 429–437.
- Rego, P., Lopes, M. P., & Nascimento, J. L. (2016). Authentic leadership and organizational commitment: The mediating role of positive psychological capital. *Journal of Industrial Engineering and Management (JIEM)*, 9(1), 129–151.
- Ribeiro, N., Gomes, D., & Kurian, S. (2018). Authentic leadership and performance: the mediating role of employees' affective commitment. *Social Responsibility Journal*.
- Ribeiro, N., Gupta, M., Gomes, D., & Alexandre, N. (2021). Impact of psychological capital (PsyCap) on affective commitment: mediating role of affective well-being. *International Journal of Organizational Analysis*.
- Ribeiro, N., Nguyen, T., Duarte, A. P., de Oliveira, R. T., & Faustino, C. (2020). How managerial coaching promotes employees' affective commitment and individual performance. *International Journal of Productivity and Performance Management*.
- Semedo, A. S., Coelho, A., & Ribeiro, N. (2019). Authentic leadership, happiness at work and affective commitment: An empirical study in Cape Verde. *European Business Review*.
- Semedo, A. S. D., Coelho, A. F. M., & Ribeiro, N. M. P. (2016). Effects of authentic leadership, affective commitment and job resourcefulness on employees' creativity and individual performance. *Leadership & Organization Development Journal*.
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R & D*. Bandung: CV Alfabeta.

- Wong, C.-S., & Law, K. S. (2017). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. In *Leadership Perspectives* (pp. 97–128). Routledge.
- Wu, C.-M., & Chen, T.-J. (2018). Collective psychological capital: Linking shared leadership, organizational commitment, and creativity. *International Journal of Hospitality Management*, *74*, 75–84.
- Xu, J., Liu, Y., & Chung, B. (2017). Leader psychological capital and employee work engagement: The roles of employee psychological capital and team collectivism. *Leadership & Organization Development Journal*.
- Zhang, S., Bowers, A. J., & Mao, Y. (2021). Authentic leadership and teachers' voice behaviour: The mediating role of psychological empowerment and moderating role of interpersonal trust. *Educational Management Administration & Leadership*, *49*(5), 768–785.