The Roles of Authentic Leadership, Self-efficacy, and Employees' Silence on Organizational Commitment in BINUS University

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Abstract: The purpose of this research is to evaluate the role of authentic leadership style, job satisfaction, and employee silence toward organizational commitment to employees. Authentic leadership is a leadership style that is built on ethical foundation and emphasizes on the process of building an honest relationship with followers by appreciating their input. Self-efficacy is self-perception of how well a person can work in a given situation. Employee silence is a deliberate silent behavior committed by employees to hold ideas, ideas, and information about problems that occur within the organization that can adversely affect the organization. Organizational commitment refers to the extent to which individual psychological attachment to the organization, which is derived into three dimensions: affective commitment, normative commitment, and ongoing commitment. Subjects to be involved in the research are full time employees at the University of Bina Nusantara. This research uses quantitative approach through questionnaire, while model test will be done by path analysis technique.

1 INTRODUCTION

The central issues in the field of Industrial Psychology and Orgaization are employees' productivity and work satisfaction. While work productivity is the fuel for the moving locomotive organization, employees' satisfaction will support the productivity. The productivity of an organization's work will be disrupted in the event of large-scale turnover of employees (Johnson, 1981). The turn over of mployees is largely caused by employees' low commitment to organization.

Under regular circumstances, those who leave the organization are mostly unsatisfied employees. Their exitwould force the organization to conduct recruitment and man-power planning for new employees. The wheel of the organization is potentially disrupted due to the reduced human resources, and the organization must also calculate the cost recovery generated from the entry and exit of employees.

As we enter the second decade in the new millennium, the competition in the business worldis undeniably fierce. In addition to employees' turnover, the competition also raises an interesting phenomenon among professional workers, the emergence of "grasshoppers" i.e., workers who love to move around. The findings of Yuliawan and Himam (2007) in the study of the grasshopper phenomenon show that the objectives of the grashoppers are to fulfill his or her life vision, both pragmatic (financial) and idealistic (job challenge and desire to learn).

Thus, the organization's commitment is seen as one of the most important elements in the workforce considering its link as one of the predictors of turn over (Bentein, 2005). Organization commitment is important because it could influence employees' decision whether to leave or stay at the organization. Organizational commitment is also an important foundation for the development of the entire organization, both in the public and private sectors.

There are various factors that affect commitment. A study by Zabid, Murali and Juliana (2003) shows that organizational commitment, especially affective commitment, is strongly correlated with improved work culture. It is believed that a good working culture keep employees' commitment to stay in the organization. Moreover, commitment and work culture proved to affect work performance. This

commitment is influenced by personal and organizational factors. Personal factors include age, length of work, and achievement needs, while organizational factors include job enrichment, autonomy in work, opportunities to use skills, positive attitudes toward work teams, and support from organizations (Schultz and Schultz, 1986).

Leadership is also condisidered as a central element affecting organizational commitment. Organizations that have effective leaders will tend to have committed subordinates (Jackson and Meyer, 2013). Therefore, some leadership theories (charismatic, transformational) include "employee commitment" as potential outcomes (Bass and Riggio, 2006; Conger and Kanungo, 1998). Correspondingly, the organizational commitment theory also identifies leadership as an important factor in enhancing the commitment (Meyer and Allen, 1997).

Organizational commitment is influenced by leadership roles (Catano, Pond and Kelloway, 1997). Ideal and transformative leader figures will be able to encourage their subordinates to commit more to the organization. The central function of the leaders is by influencing subordinates to keep working well through affective approaches.

Authentic leadership is one of the most widely studied leadership theories. Avolio, et al. (2004) call authentic leadership as a leadership process resulting from a combination of individual psychological capacities with well-established organizational context. This synergy of individual quality with the organizational contexts result in high level of alertness and self-control, while simultaneously encouraging positive self-development.

One of the practical functions of leadership is as a catalyst for organizational change. In the context of individual change as members of the organization, an ideal leader should be able to model the members of the group he leads. Modeling is one manifestation of aspects of vikarius experience that is part of the self efficacy dimension (Bandura, 1997). A leader who is able to show a positive attitude and commit to the organization, will certainly be a model for his subordinates. This positive attitude is also accompanied by efforts to stimulate the idea or creativity of employees, so that its existence is beneficial to the progress of the organization.

An authentic leader will be able to encourage employees to work more optimally because she / he has ability to see what approach is suitable to motivate subordinates. In addition, authentic leaders can also build a transparent relationship with subordinates based on trust. The trust becomes the basis for the leader to internalize a particular moral perspective on the subordinate, which is useful for the progress of the organization. As the result, it is expected that the organization and the employees will achieve the targets set together.

The targets set by the organization require employees to not only complete key tasks, but also to make changes, to contribute by expressing ideas, opinions and concerns about issues that arise within the organization. Employees who communicate ideas and share knowledge are understood to improve organizational performance (Elçi, 2014). In short, smooth communication among employees becomes a catalyst for the achievement of organizational goals.

Communication is one of the most important processes in a learner's organization. The exchange of information between divisions, units, working groups, and individual employees is essential to performing tasks within the organization. Communication facilitates the release of emotional expressions of feelings and the fulfillment of social needs (Robbins and Judge, 2004). Therefore, communication becomes one of the dynamics that is higly popular in the field of organizational behavior.

However, in reality communication between employees is often clogged. Not all employees can convey their ideas or concerns related to the problems that occur within the organization. In facts some research shows that employees often feel insecure to express opinions and ideas because of the belief that comments and recommendations for change can disrupt the balance of the organization (Deniz and Akerson, 2013). As the results, most employees choose to be silent. This silent employee phenomenon is known as employee silence.

Milliken, Morrison and Hewlin (2003)stated that the phenomenon of silence is a very common experience, in the case that employees feel unable to convey important issues or concerns to leaders. Employees choose silence primarily on issues such as concerns about the competence or performance of co-workers, bosses, salary issues, disagreements with company policies and decisions, personal grievances, ethics, justice, discrimination, harassment, and so on. Some researchers such as Brinsfield (2009)have conceptualized that employee silence occurs when employees experience various issues related to justice, ethical issues, ideas for improvement in the organization, and so forth.

Self-efficacy also relates to organizational commitment. A Meta-analysis study by Meyer, (2002) found that affective commitment was

positively associated with self efficacy. Bandura (1997) defines self efficacy as self-perception of how well a person can function in a given situation. Self-efficacy relates to the belief that the individual has the ability to perform the expected action.

Niu (2010) in foodservice companies concluded that self efficacy is positively associated with commitment. Employees who have efficacy in their ability are assumed to be able to work with excellent performance. Employees' prime performance increase work productivity that in effect will encourage the management to retain the employees as the assets of the organization. The alternative to improving selfefficacy is to improve the employee's welfare. The causal effect to this is: the higher the self-efficacy of employees the higher the commitment to career in the same place.

Organizational commitment becomes a central issue in organizational research as well as in companies or industry. As noted earlier, organizational commitment itself is influenced by various factors. It would be interesting to learn if an empirical research on authentic leadership could link with self efficacy, employee silence and organizational commitment.

This study uses a quantitative approach involving four variables, namely authentic leadership, self efficacy, employee silence, and organizational commitment. Research respondents are full time, permanent employees at Bina Nusantara University (N = 79), including educators (lecturers) and education personnels (non-teaching staffs). The employees have all worked for more than one year in the organization.

The data collection instrument used during the survey study is based on the Likert questionnaire or summated ratings model. The four questionnaires used in the study include the scale: authentic leadership by Walumbwa et al (2008), self efficacy, employee silence by Dyne, Ang and Botero (2003), as well as organizational commitment by Allen and Meyer (1990). Technique of data analysis research using model test through path analysis (path analysis).

Commitment according to KBBI is defined as agreement or attachment to do something (https://www.kbbi.web.id/komitmen).
Organizations derived from the word "organon" (tool – in Greek) means a group of people who have a common goal to achieve common goal. Meyer and Allen (1991) classify the meaning of commitment into two connotations, namely: (1) attempts to explain variations in relationships between individuals and certain objects; and (2) an attempt to distinguish the object of individual commitment.

Organizational commitment is an attitude that reflects employees' loyalty to the organization and the ongoing process in which members of the organization express their concern for the organization and its continued success and progress (Luthan, 2006). Organizational commitment can also be interpreted as an emotional response to a positive assessment of the work environment.

Leadership is the art of influencing others. Essentially, it is a concept developed within the context of psychology community to explain social influences in groups. Furthermore, the leader is considered to be the most powerful influence in group dynamics. Bass (1990) explained that the difference between the concept of leadership and the study of the process of social influence is often blurred. Many findings of leadership dimension that have overlapping meanings make leadership studies often chaotic. Bass (1990) concluded that the ambiguity of the concept of leadership led to the many variations of the leadership classification scheme itself.

In its development there has been various definitions of leadership. Nearly four ecades ago, Stogdill (as cited in Yukl, 2010) has predicted that the definition of leadership will be as many as the ones who would try to define it. Until now, reserachers have not fully shared agreement on the definition of the word (Bass, 1990; Yukl, 2010).

Yukl (2010) concludes that there is no single most appropriate definition of leadership that is relevant to all situations; what more important is, we argue, how useful a definition is for effectively understanding leadership. In general, Yukl (2010) describes leadership as a process of influencing including the effort to facilitate the performance of the collective work. Moreover, Bass (1990)defines leadership as an interaction between two or more group members involved in the structuring and restructuring of the situation; and the perceptions and expectations of the members. Robbins and Judge (Robbins and Judge, 2004)briefly defines leadership as the ability to influence groups toward peak achievement.

One style of leadership integrated with the concept of integrity and authenticity is authentic leadership. This style of leadership has its link with the four dimensions of behavior of transformational leadership, that is, charismatic, inspirational, intellectual stimulation and individualized consideration (Avolio et al, 2004; Bass, 1990).

Avolio et al (2004) define authentic leaders as leaders who are deeply aware of their thinking and

acting, perceived by others as people who are aware of the moral values of themselves and others; insightful and powerful; aware of the context in which it is located; confident, hopeful, optimistic, perseverent, and other high moral personality traits.Authentic leaders feel confident, hopeful, optimistic, tough, transparent, moral, future-oriented, and give priority to developing followers into leaders, at least for themselves. Avolio and Luthans call authentic leadership as a leadership process resulting from a combination of individual psychological capacities with well-established organizational context, so as to produce high levels of alertness and self-control, while encouraging positive self-development. Avolio et al (2004) study shows that authentic leadership can enhance subordinate engagement and satisfaction and strengthen the identity of subordinates positively to the organization

How a person behaves in a particular situation depends on the reciprocity between the environment and his/her cognitive conditions, especially the cognitive factors associated with his belief that he is capable or unable to perform satisfactory actions. Bandura (1997) calls this self-efficacy, and its outcome expectation is called the outcome expectation.

a. self efficacy or self-efficacy expectation is self-perception of how well a person can function in a given situation. Self-efficacy relates to the belief that the self has the ability to perform the expected action.

b. the outcome expectation is the thinking or self estimate that the behavior performed will achieve a certain result.

Efficacy is self-assessment whether one can do good or bad, right or wrong, can or can not accomplish what is required. Expectation of results can be realistic (what is expected in accordance with the reality of the outcome), or otherwise the results are not realistic (expect too high from the real results that can be achieved).

Individuals with high expectations of efficacy (believing that they can work according to situational demands) and expectations of realistic

outcomes (estimating outcomes according to self-efficacy), will work hard and endure tasks to completion (Alwisol, 2005). Self efficacy tends to be consistent over time, but not necessarily unchanged (Baron and Byrne, 2003). Aspects that shape self efficacy include: the difficulty level of the task faced, the wide field of duty, which is related to the size of the individual business.

There is anumber of"employee silence" definitions in the context of communication within an organization. Morrison and Milliken (2000) mention that employee silence as a collective phenomenon that occurs in employees by way of melting opinions and ideas that can affect in the progress of the company. Employee Silence is a silent behavior perpetrated by employees by not expressing ideas, ideas, and opinions aimed at improving the organization (Dyne, Ang, and Botero, 2003).

Brinsfield (2009) defines employee silence as an act by employees to withhold opinions, as well as information about important situations, issues, and events related to work or organization. Employee silence is a deliberate action by employees in retaining important information, opinions, suggestions, or organizational issues. Employee Silence can also be understood as a silent behavior or withholding the ideas and ideas that are often done by employees in various situations related to phenomena that are sustainable with the progress and development of the company.

Based on some aforementioned definitions, it can be concluded that employee silence is a deliberate intentional behavior performed by employees in an effort to hold ideas, ideas, and information about problems that occur within the organization that can adversely affect the organization.

2 DATA ANALYSIS

Based on the results of descriptive statistical analysis, the distribution of scores of each variable obtained as follows:

Table 1: Descriptive data.

Variabel	Minimum Scores	Maximum Scores	Average	Standard Deviation
Authentic leadership	38	63	53.78	5.25
General self-efficacy	20	32	26.82	3.32
Employee silence	28	118	72.53	18.28
Affective commitment	21	52	39.05	7.21
Continuance commitment	8	36	26.63	4.47
Normative commitment	11	35	23.44	4.88

Verification of the normality assumption is done to determine whether the variables studied have scores distributed according to the norm curve rules. Normality is identified by Kolmogorov-smirnov test, the data is normally distributed if it has a significance level of $p > 0.05$. Keep in mind that normality is just an assumption, not a prerequisite of correlation test.

The matrix intercorrelation is used to examine the relationship between the variables studied partially, especially the independent and dependent variable relations. The correlation coefficient shown is the Pearson product moment coefficient, whereas the intercorrelation between the same variables is the internal consistency coefficient of Alpha Cronbach.

Based on the results of Alpha Cronbach internal consistency reliability test, it can be concluded that all measuring instruments used in research have good reliability and can be accepted psychometrically. However, for authentic leadership measuring tools and continuance commitment still need to be reviewed considering the coefficient value of reliability is lower than other measuring instruments.

An interesting finding from the above matrix is that authentic leadership is negatively correlated with self-efficacy, has no correlation with other variables. This means that in Binus University the higher the superior authentic leadership, the lower the self-efficacy of the employees. This is a unique finding, given the many articles with similar variables that say leadership contributes positively to the self-efficacy of employees.

Organizational commitment in this research is reflected by the three dimensionals theory of organizational commitment, namely affective, continuance, and normative; so the analysis was done separately. Based on the intercorrelation matrix it can be concluded that these three dimensions of commitment are interconnected with one another, indicated by significant intercorrelations. But only the dimensions of affectif commitments that have a relationship with the variables of self-efficacy and employee silence.

Based on the test of the model above, it shows that affective commitment is influenced by employee silence and self-efficacy, but there is no role of authentic leadership. Authentic leadership and self-efficacy also do not play a significant role in employee silence. Therefore, it can be concluded that the research hypothesis is rejected.
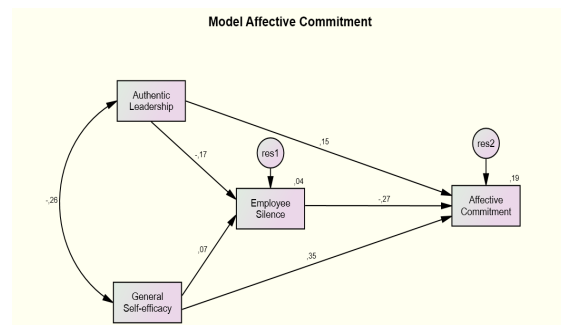

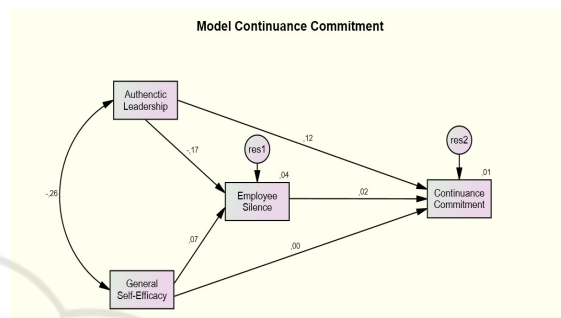Figure 1: Test of the affective commitment model.

Figure 2: Continuance commitment model test.

Based on the results of the model test above, it shows that there is no role of authentic leadership, self-efficacy and employee silence to continuance commitment. Authentic leadership and self-efficacy also do not play a significant role in employee silence. Therefore, it can be concluded that the research hypothesis is rejected.

The result of the model test above shows that normative commitment is influenced by self-efficacy and authentic leadership, but there is no role of employee silence. In addition, authentic leadership and self-efficacy also does not play a significant role to employee silence. Therefore it can be concluded that the research hypothesis is rejected.

3 CONCLUSION

There are several interesting findings in the study, one of which is the finding of authentic leadership. Bivariate, authentic leadership is negatively correlated with self-efficacy ($r = -0.26$; $p > 0.05$), and has no correlation with other variables. It means that in Binus University the higher the superior authentic leadership, the lower the self-efficacy of the employees. This is a unique finding, given the many articles with similar variables that say leadership contributes positively to the self-efficacy of

employees. It is quite possible that the organizational culture at Binus forms another type of leadership that is unlike authentic leadership traits, such as transformational leadership. But further empirical research is needed to conclude that.

A number of studies has examined leadership relationship with organizational commitment. For example, Rowden (Rowden, 2000) study on charismatic leadership shows the relationship between charisma and organizational commitment. Ross and Gray (2006) found that transformational leadership positively associated with teacher commitment to the organization. Research by Arnold, Kevin, Kelloway and Barling (2001) stated that transformational leadership is able to predict the efficacy of self, trust, and organizational commitment. The Whittington, Goodwin and Murray (2004) studies also showed a positive relationship between transformational leadership and affective commitment. Transformational leadership itself is one of the most popular leadership theories used in the field.

Rahmani (2011) study on state-owned hotels in Indonesia found that servant leadership was not a predictor of organizational commitment. Considering Indonesia's collectivist culture, which is paternalistic and assumed to have dependence on great leaders, it has been considered that servant leadership as the most relevant theory. According to Rahmani, this result is due to some contradictory aspects of servant leadership that are less solid and overlap.
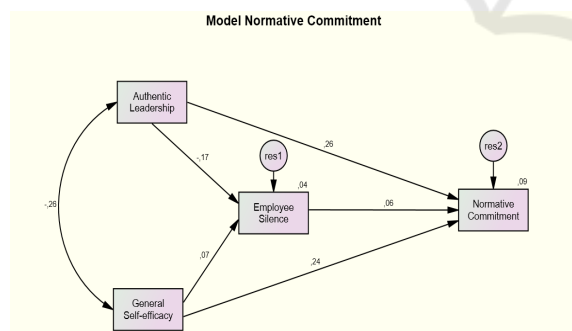

Figure 3: Normative commitment model test.

In relation to the authentic leadership constructs used in the study, it needs to be further evaluated through factor analysis. So that it can really map the causes of authentic leadership not playing a role in organizational commitment.

Organizational commitment in this research is reflected by the three dimensionals theory of organizational commitment, namely affective,

continuance, and normative; so the analysis was done separately. Based on the intercorrelation matrix it can be concluded that these three dimensions of commitment are interconnected with one another, indicated by significant intercorrelations. However, only affective commitment dimensions have relationship with employee silence variables (β = -0.11, $p<0.05$) and self-efficacy (β = 0.76; $p<0.05$).

Self-efficacy alone does not play a significant role in employee silence ($r= 0.39$, $p> 0.05$). So, in the context of theoretical modeling it can be concluded that employee silence is not an effective mediator variable in mediating the relationship between self-efficacy and affective commitment.

Affective commitment is positively related to self efficacy, both simple correlation ($r = 0.28$, $p<0.05$) and simultaneous path analysis model with other variables (β = 0.35). The results of this regression show that each self-efficacy increase of 1 standard deviation, hence affective commitment will increase by 0.76 standard deviation. However, studies that examine the link between general self-efficacy and affective commitment are very few.

The above findings are in line with the results of Meyer et al (2002) that affective commitment is positively associated with self efficacy. Niu (2010)on foodservice companies also concluded that self efficacy is positively associated with commitment. Employees who have efficacy in their ability are assumed to be able to work with excellent performance.

Excellent performance will increase work productivity, so the organization will retain the employee as one of the organization's best assets. The alternative is to improve the employee's welfare. The higher the self-efficacy of employees, the higher the commitment of the employees to have career in the same organization.

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