

The Effect of Authentic Leadership in Increasing Employees' Psychological Capital and Creativity Moderated by Job Satisfaction

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Abstract:

This study aims to determine the effect of authentic leadership in increasing employees psychological capital and creativity moderated by job satisfaction. This type of research used in this research is quantitative. This research was conducted at the Telecommunications Company (Telkom). The sample used in this study amounted to 100. The data used are quantitative data by collecting primary data and secondary data. (1) primary data, in the form of distributing questionnaires in the field to employees of Telecommunications Company (Telkom) and (2) secondary data in this study. are literature, books, literature studies, and online media that can be found in libraries or the internet as supporting information for this research. The analysis used in this research is using smart PLS software to determine the effect of the independent, moderation and dependent variables. The independent variable in this study is authentic leadership (X1), the dependent variable is psychological capital (Y1) and creativity (Y2), while the moderating variable is job satisfaction (Z). The results showed that the authentic leadership variable had a positive and significant effect on Creativity. Authentic leadership has a positive and significant effect on psychological capital. authentic leadership moderated job satisfaction has an influence on creativity. authentic leadership moderated by job satisfaction has an influence on psychological capital. The independent variable in this study is authentic leadership (X1), the dependent variable is psychological capital (Y1) and creativity (Y2), while the moderating variable is job satisfaction (Z). The results showed that the authentic leadership variable had a positive and significant effect on Creativity. Authentic leadership has a positive and significant effect on psychological capital. authentic leadership moderated job satisfaction has an influence on creativity. authentic leadership moderated by job satisfaction has an influence on psychological capital. The independent variable in this study is authentic leadership (X1), the dependent variable is psychological capital (Y1) and creativity (Y2), while the moderating variable is job satisfaction (Z). The results showed that the authentic leadership variable had a positive and significant effect on Creativity. Authentic leadership has a positive and significant effect on psychological capital. authentic leadership moderated job satisfaction has an influence on creativity. authentic leadership moderated by job satisfaction has an influence on psychological capital. The results showed that the authentic leadership variable had a positive and significant effect on Creativity. Authentic leadership has a positive and significant effect on psychological capital. authentic leadership moderated job satisfaction has an influence on creativity. authentic leadership moderated by job satisfaction has an influence on psychological capital. The results showed that the authentic leadership variable had a positive and significant effect on Creativity. Authentic leadership has a positive and significant effect on psychological capital. authentic leadership moderated job satisfaction has an influence on creativity. authentic leadership moderated by job satisfaction has an influence on psychological capital.

Keywords: Authentic Leadership, Employees 'Psychological Capital, Employees' Psychological Creativity, Job Satisfaction.

1. Introduction

One of the efforts that can be made to improve the quality of human resources in order to gain competitive advantage is to increase employee creativity. (Tayibnapi, AZ, Wuryaningsih, LE, &

Gora, 2018). Employees who have creativity will produce better performance. Employees who have creativity have new ideas and perspectives that will help the work process. (Lee, 2018). Creativity itself can be formed by several things, the first is affective commitment from employees (Semedo et al, 2016).

Employees who bind themselves to the organization because the employee is happy with the conditions of the organization, will be more open minded to finding new things. Conversely, employees who do not feel comfortable with the organization will have their minds closed. (Allen, DG, & Shanock,

Creativity is important for organizational health in today's economy, because by encouraging creative and innovative behavior of employees, they can gain and maintain a competitive advantage (Slåtten, T., & Mehmetoglu, 2015). Many organizations depend on employee creativity to gain competitive advantage, adapt and for their survival (Hsieh, YH, & Chen, HM 2011). Therefore, understanding the dynamics of creativity in an organization is a high priority for organizational behavior research (Schreyögg, G., & Sydow, 2010). Employee creativity is influenced by two factors, namely internal and external. Internal factors come from within employees such as personality and cognitive style (Chen, MH, Chang, YY, & Chang, 2015).

One of the factors that affect employee creativity is leadership, good and appropriate leadership will have a positive impact on employees in creating creative ideas in order to increase competitive advantage. (Kremer, H., Villamor, I., & Aguinis, 2019). This is in accordance with the statement of Insoll, L., & Mäkikyrö, (2018) which states that when the boss provides a supportive atmosphere of creativity, the mood will be positively related to employee creativity. A positive mood increases self-confidence and different thinking and contributes to creativity while working in an organization.

Increased personal understanding of psychological antecedents to creativity can inform efforts to create and foster individual creativity. The author proposes that psychological capital can help explain and predict creative behavior, especially idea generation (Gong, Y., Cheung, SY, Wang, M., & Huang, 2012).

According to (Avey, JB, Luthans, F., & Youssef, 2010) psychological factors are the capital that shape positive and creative behavior. Good psychological qualities, a positive work attitude, and a stable mental state can lead to optimal work performance. In Sweetman & Luthans (2010), it is explained that the psychological capacity in individuals who develop positively is called psychological capital. According to Verleysen, Lambrechts, & Van Acker (2015) psychological capital is a positive condition that exists in an individual. In the end psychological capital needs to

be considered by the company because it will have an impact on the desired work results such as the attitudes desired by employees (job satisfaction, organizational commitment, psychological well-being), desired employee behavior, and performance (Avey, JB, Luthans, F., Smith, RM,

Psychological capital can also be influenced by various factors, one of which is the form of leadership. (Toor, SUR, & Ofori, 2010). The leader is someone who is responsible for not achieving the company's targets. Leaders who are less competent will result in employees being less disciplined at work. Employees who are less disciplined result in sub-optimal performance and result in not achieving company targets. (Dul, J., Bruder, R., Buckle, P., Carayon, P., Falzon, P., Marras, WS, ... & van der Doelen, 2012). The attitudes and behaviors shown by these leaders are then observed and then have an influence on the psychological capital of employees (Rego, A., Sousa, F., Marques, C., & e Cunha, 2012). In line with the statement Amunkete &

Leadership is an individual's ability to influence a group towards achieving goals. (Wu, JB, Tsui, AS, & Kinicki, 2010). said leadership is a person's ability to influence his subordinates to be able to do the will of his leader. (Sauer, 2011). Yukl (in Jex & Britt, 2008), leadership style is also defined as an assessment that involves influencing organizational goals and strategies, influencing organizational members to achieve goals, influencing organizational management and influencing organizational culture (García-Morales, VJ, Jiménez-Barrionuevo, MM, & Gutiérrez-Gutiérrez, 2012).

One form of leadership is authentic leadership. Khan, 2010) explains that authentic leadership is a combination of transformational leadership and ethical leadership, where leaders are not only able to motivate employees but authentic leaders will act according to certain moral standards and beliefs and are able to create a positive environment in the workplace with the aim of gaining credibility. and trust from subordinates, and build cooperation with subordinates.

There are several research results which state that external factors such as leadership style can stimulate employee innovative behavior. Pieterse Knippenberg, Schippers, & Stam (2010) state that there is a significant influence between transformational leadership on innovative behavior. Another study explains that transformational leaders are able to motivate and stimulate radio broadcasters

to make changes and make innovations to provide another touch during broadcast (Loon, M., Lim, YM, Lee, TH, & Tam, 2012). Based on the description above, it can be said that transformational leadership is leadership that is able to motivate and stimulate subordinates to improve performance and generate innovative work behavior. Liu, Liao, & Wei (2015) explain that authentic leadership can increase the attachment and satisfaction of subordinates and strengthen the identity of subordinates positively towards the organization. Olaniyan (2017) explains that authentic leadership is able to optimally create a healthy and comfortable work environment for employees in the organization.

Apart from authentic leadership, psychological capital and creativity can also be affected by job satisfaction. (Jung, HS, & Yoon, 201). Job Satisfaction itself is a pleasant state or positive emotion resulting from a job appraisal or someone's work experience. (Dugguh, & Dennis, 2014). Job Satisfaction is generated from employees' perceptions of how well and how important the job is. The existence of Job Satisfaction will lead to an increase in an employee's commitment to the organization (Han et al., 2012) so that it can be said that the Job Satisfaction provided by the organization is such as salary, recognition, supervision, good cooperation with colleagues, and opportunities for develop (Parvin, MM, & Kabir, M. N,

2. Theoretical review

2.1 Psychological Capital

Psychological capital is a positive psychological approach in the field of psychology. According to Luthans & Youssef (2017) psychological capital is a conceptual model of a positive approach to the workplace known as the concept of positive organizational behavior (POB) theory. Luthans & Youssef (2017) develop psychological capital or better known as PsyCap to capture individual psychological capacities that can be measured, developed and utilized for performance improvement. Psychological capital is an approach characterized by dimensions that can optimize the potential of an individual so that it can help organizational performance (Luthans & Youssef, 2017). These dimensions are self-efficacy (self-efficacy), hope (hope), optimism (optimism), and resilience (resilience). This positive psychological capital can be developed optimally. Optimization of

this positive psychological model will help someone improve their performance. So that they can foster innovative behavior that is supported by an attitude of optimism and employee confidence in completing the task at hand (Luthans, F., & Youssef-Morgan, 2017).

PsyCap in (Avey, JB, Reichard, RJ, Luthans, F., & Mhatre, 2011) is stated as a state of positive individual psychological development with the following indicators:

1. Have the confidence (self efficacy) to take and make an effort necessary for the success of the task at hand,
2. Provide positive responses (optimism) for present and future successes,
3. Be persistent and persistent towards goals and if needed, organize efforts to achieve goals (hope) in order to achieve success
4. If you face problems and failures, stay afloat and bounce back, and be even stronger than before (resiliency) to achieve success.

Authentic leadership affects psychological capital. Employees who work under an authentic leader will have a high level of psychological capital, this is because their leader has self-awareness, is transparent, is regulated by his own ethical standards and has the ability to objectively analyze all relevant data (Malik and Dhar, 2017). This is supported by research conducted by Olaniyan and Hystad (2016), which found that authentic leadership has a positive influence on psychological capital.

2.2 Creativity

According to Fazylova & Rusol (2016) defining creativity as a means of expression and reflection of humans in the world around them. Creativity has become a "hot" topic and an important agenda in the last two decades (Jaussi & Dionne 2003; Joo, McLean, & Yang 2013). Employee creativity is important because it is a starting point or the beginning of innovation (Chini, 2011). When employees display creative performance, they suggest new and useful ideas for the organization that are a prerequisite for further development and implementation (De Stobbeleir, KE, Ashford, SJ, & Buyens, 2011). There are several indicators of creativity according to Putri, A., Kartini, K., & Yuanita (2020).

1. Skills The ability to do something about a role. It is an ability that can be transferred from one person to another.
2. Thinking ability The thinking power that must be built in work so that it becomes a character

or personality that is embedded in work life to solve all the problems of his life by identifying any information he receives then being able to evaluate and then summarize it systematically and then able to express opinions in an organized way.

3. Motivation The process that describes the intensity, direction, and persistence of an individual to achieve his goals.
4. Discipline The feeling of being obedient and obedient to the values that are believed is his responsibility.
5. Smoothness The ability to generate many ways of compliance by the company.

Authentic leadership will have a positive impact on employees in creating creative ideas in order to increase competitive advantage. This is in accordance with research conducted by Avolio, Wernsing, and Gardner (2018) which states that authentic leadership is able to increase subordinate attachment and satisfaction and strengthen the identity of subordinates positively towards the organization so that it will create synergistic and creative company resources.

2.3 Authentic Leadership

Rego, Sousa, Marque, Cunha (2012) define authentic leadership as a pattern of behavior that describes a leader who makes good use of his abilities. Both in terms of increasing positive psychological capacity, positive ethical climate, high self-awareness, moral behavior, balanced and transparent processing of information on relationships, and able to encourage positive self-development. (Hannah, Avolio, Walumbwa, 2011). Authentic leadership can increase the engagement and satisfaction of subordinates and strengthen the identity of subordinates positively towards the organization (Gigol, 2020). Weiss, et al (2018) state that authentic leadership is a combination of transformational leadership and ethical leadership, Sharma, Agrawal, & Khandelwal (2019) state that authentic leadership is a process of building legitimacy or leader's policy through honest relationships, appreciating input to subordinates, and being built on an ethical foundation. Based on the above opinion, it can be formulated that authentic leadership is a leader who has the ability to utilize and promote his / her abilities, such as high self-awareness, good, fair and transparent ethics and morals to followers. The goal is to influence subordinates, and to be able to build a healthy environment and create positive relationships with

subordinates to gain the trust of employees. (Bamford, M., Wong, CA, & Laschinger, 2013). This can increase the reciprocal behavior of employees and increase employee satisfaction with leaders and organizations in the workplace. Employee satisfaction with the leader becomes the benchmark for employees to innovate, because feeling satisfied with the workings of the leader, employees will give feedback to the leader and the organization in the form of improving performance and developing their own innovations. (Maharani, Roena, and Noermijati, 2013).

Amunkete, S., & Rothmann (2015) stated that authentic leadership consists of four aspects, namely:

1. Self-awareness (self-awareness) Self-awareness is the way a person sees himself from time to time, is able to understand himself, is able to interpret the world from the process that has been passed. As well as being able to understand the 20 strengths and weaknesses they have, thus a person is able to realize the impact he has on others. For example, encouraging subordinates to express their opinion.
2. Relational transparency (transparent relations) A transparent relationship is the behavior of showing its true self without being made. This behavior is the open disclosure of various information, and shows the expression of real thoughts and feelings, thereby giving rise to trust from others in him through this openness. For example, expressing emotions in accordance with prevailing feelings and values without being hidden.
3. Balanced processing (processing that is balanced) Balanced processing is the behavior of leaders which shows that they analyze all data in a relevant and objective manner before making a decision. The leader also asks for other people's views, and accepts input and criticism from others who oppose their opinion. For example, making decisions objectively and being willing to accept input from others.
4. Internalized moral perspective (internalization of moral perspective) Internalization of moral perspective is a person's ability to control or regulate himself. Self-regulation is in accordance with internalized and integrated moral standards and values in accordance with the morals of the group, organization and society. So as to produce decision making in

accordance with moral standards that have been internalized. For example, being able to control actions and speech, because the individual realizes that certain words and actions can have an impact on others.

Based on the description above, in this study the researchers used aspects from Petan, L., & Bocarnea (2016). These aspects are self-awareness, relational transparency, balanced processing. and internalized moral perspective (internalizing moral perspective).

2.4 Job Satisfaction

According to Choi, YG, Kwon, J., & Kim (2013) job satisfaction is a form of emotional attitude that is fun and loves the job they are doing. Job satisfaction at work is job satisfaction that can be enjoyed at work by getting results from the achievement of work goals, placement, treatment, and a good work environment (Lane, KA, Esser, J., Holte, B., & McCusker, 2010) . Employees who can enjoy job satisfaction in this job, will choose to prioritize their work rather than the remuneration / wages they get from the job. Employees will feel more satisfied if the remuneration is proportional to the work done. (Tan, TH, & Waheed, 2011).

According to Jehanzeb, K., & Mohanty (2018). Job satisfaction is functioned to increase employee morale, increase productivity, reduce absenteeism levels, increase employee loyalty and retain employees to continue working in a company. Employees who get job satisfaction are employees who have a good work attendance and turnover, are passive in a work union, and have better work performance than other employees. (Frooman, J., Mendelson, MB, & Murphy, 2012). While employees who do not get job satisfaction will have an impact on the company in the form of employee absenteeism, work turnover, inaction in completing work, early resignation, being active in a work union, disturbed by the physical and mental health of their employees. (Yucel, 2012).

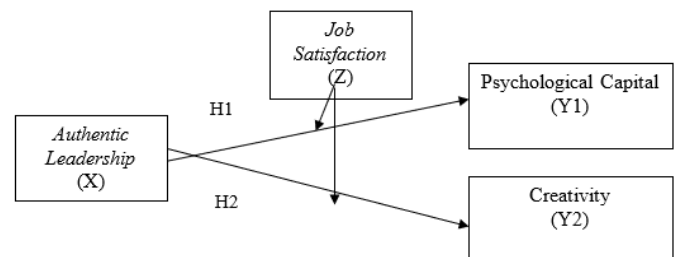
According to Luthans (2017) there are five indicators that can affect employee job satisfaction, namely:

1. Payments, such as salaries and wages. It is the amount of payment received by employees as a result of performing work.
2. The work itself is the content of the work done by a person. If employees feel that the work done is something meaningful, useful and important, it tends to create Job Satisfaction.
3. Colleagues Namely friends with whom

someone always interacts in carrying out work. Colleagues can be a source of employee satisfaction. Employees who are given the opportunity to interact with each other tend to have higher Job Satisfaction than employees who are given less time to interact, so they feel isolated and do not belong to the organization.

4. Promotion. That is the possibility that a person can develop through a promotion. Promotion occurs when an employee moves from a job to another higher position, with responsibilities and organizational levels.
5. Supervision (supervision) It is an attempt to coordinate employees and bridge the gap between management and executive employees. Supervision has an important role in management. Supervision deals with employees directly and influences employees in doing their job. Generally, employees prefer to have supervision that is fair, open and willing to cooperate with subordinates.

2.5 Thinking Framework and Hypotheses



H1. There is an effect of authentic leadership on creativity

H2. There is an effect of authentic leadership on psychological capital.

H3. There is an effect of authentic leadership on creativity moderated by job satisfaction

H4. There is an effect of authentic leadership on psychological capital moderated by job satisfaction

3. Research methods

The research used in this research is quantitative research. According to Ostlund, Kidd, Wengström, & Rowa-Dewar (2011). Quantitative research is a method known as a positivistic method because it is based on the philosophy of positivism. This method is a scientific method because it meets scientific principles, namely concrete / empirical, objective, measurable, rational, and systematic. This method is called a quantitative method because the research data is in the form of numbers and the analysis uses statistics. This study uses data analysis with the help of Smart PLS version 2.0 software that runs on computer media. PLS (Partial Least Square). PLS is

a variant-based SEM statistical method designed to explain multiple regressions when a detailed problem occurs in the data. Hypothesis testing is a procedure based on sample evidence and is used to determine whether a hypothesis is a plausible statement and therefore not rejected, or the hypothesis is unreasonable and, therefore, should be rejected. This hypothesis is tested at the 0.05 significance level (confidence level 95 %). To find out the decision making of hypothesis testing is done by comparing the level of significance and alpha (0.05)

In this study, the data used are quantitative data by collecting (1) primary data, namely in the form of distributing questionnaires in the field to employees of Telecommunications Company (Telkom) and (2) secondary data in this study are literature, books, literature studies, and online media that can be found in libraries or the internet as supporting information for this research. The sample used in this study amounted to 100. The independent variable in this study was authentic leadership (X1), the dependent variable was psychological capital (Y1) and creativity (Y2), while the moderating variable was job satisfaction (Z).

4. Research result

4.1 Evaluate Measurement (Outer) Model

4.1.1 Convergent Validity

	Authentic Leadership	Creativity	Job Satisfaction	Moderating Effect Creativity	Moderating Effect Psychological Capital	Psychological Capital
AL1	0.846					
AL2	0.752					
AL3	0.770					
AL4	0.787					
AL5	0.700					
AL6	0.853					
AL7	0.753					
AL8	0.753					
Authentic Leadership * Job Satisfaction					1,836	
Authentic Leadership * Job Satisfaction				1,836		
CR1		0.767				
CR2		0.76				

		8				
CR3		0.772				
CR4		0.714				
CR5		0.725				
CR6		0.815				
CR7		0.667				
PC1						0.763
PC2						0.800
PC3						0.772
PC4						0.726
PC5						0.693
PC6						0.766
ST1			0.811			
ST2			0.799			
ST3			0.828			
ST4			0.799			
ST5			0.793			

4.1.2 Discriminate Validity & Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Authentic Leadership	0.906	0.908	0.924	0.606
Creativity	0.868	0.870	0.899	0.560
Job Satisfaction	0.865	0.867	0.903	0.649
Moderating Effect Creativity	1,000	1,000	1,000	1,000
Moderating Effect Psychological Capital	1,000	1,000	1,000	1,000
Psychological Capital	0.849	0.856	0.888	0.569

4.2 Evaluate the Structural Model or Inner Model

	Original Sample	T Statistics (O / STDEV)	P Values

	(O)		
Authentic Leadership towards Creativity	0.638	5,364	0.000
Authentic Leadership to Psychological Capital	0.717	7,275	0.000
Job Satisfaction with Creativity	0.093	1,050	0.294
Job Satisfaction with Psychological Capital	0.107	1,260	0.208
Authentic Leadership to Creativity moderated by Job Satisfaction	0.122	3,167	0.002
Authentic Leadership to Psychological Capital is moderated by Job Satisfaction	0.078	2,522	0.012

these calculations, positive and significant results are obtained. The results of this study indicate that authentic leadership has an influence on psychological capital. These results are also supported by statements from Wang, Sui, Luthans, Wang, & Wu (2014) which state that companies that implement authentic and integrated leadership can increase a sense of comfort and positive energy for employees who work at the company.

5.3 The influence of authentic leadership on creativity is moderated by job satisfaction

Based on the statistical calculation of the effect of authentic leadership on creativity moderated by job satisfaction, it shows that the p-value is smaller than the α value ($0.002 \leq 0.05$). The beta value is 0.122. Based on these calculations, positive and significant results were obtained. The results of this study indicate that authentic leadership moderated by job satisfaction has an influence on creativity. These results are also supported by statements from Wang, Sui, Luthans, Wang, & Wu (2014) which state that companies that apply authentic and integrated leadership can increase a sense of comfort and positive energy for employees who work at the company to create innovations. new.

5.4 The effect of authentic leadership on psychological capital is moderated by job satisfaction

Based on the statistical calculation of the effect of authentic leadership on psychological capital moderated by job satisfaction, it shows that the p-value is smaller than the α value ($0.012 \leq 0.05$). The value in beta is 0.078 so that a positive and significant result is obtained. These results indicate that authentic leadership moderated by job satisfaction has an influence on psychological capital. This is supported by the results of research by Megeirhi, Kilic, Avcı, Afsar, & Abubakar (2018) which state that authentic leadership has a positive effect on job satisfaction moderated by job satisfaction.

6. Conclusion

The results of this study indicate that the authentic leadership variable has a positive and significant effect on Creativity. Authentic leadership has a positive and significant effect on psychological capital. authentic leadership moderated job satisfaction has an influence on creativity. authentic leadership moderated by job satisfaction has an influence on psychological capital.

5. Discussion

5.1 The influence of authentic leadership (X) variables on Creativity (Y2)

Based on the results of statistical calculations the effect of the authentic leadership (X) variable on Creativity (Y2) shows that the p-value is smaller than the α value ($0.000 \leq 0.05$). This value shows that the results are positive and significant. These results explain that the authentic leadership variable has an influence on Creativity. This result is also supported by statements from Cerne, Jaklic, & Skerlavaj (2013).

Which states that authentic leadership is believed to be able to create employee creativity and innovation. In other studies, it is also stated that leadership positively and significantly affects employee creativity directly or indirectly through Authentic Leadership. (Zhang, X., & Zhou, 2014).

5.2 The effect of the authentic leadership variable (X) on psychological capital (Y1)

Based on the results of statistical calculations the effect of the authentic leadership variable (X) on psychological capital (Y1) shows that the p-value is smaller than the α value ($0.000 \leq 0.05$). Based on

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