

The Role of Psychological Capital In Mediating The Influence of Authentic Leadership on The Engagement of Kendari Police Personnel

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Abstract

The purpose of this research: to examine the influence of authentic leadership and psychological capital on personnel engagement, examine the influence of authentic leadership on psychological capital, examine the role of psychological capital in mediating the influence of authentic leadership on personnel engagement. The research population is police personnel who work at the police station in the Kendari Police jurisdiction. The sample size uses the Slovin formula with a precision of 5%, thus the research sample consists of 200 respondents. The data collection method uses a questionnaire. Research data was analyzed using smart PLS version 3. The research results show that: authentic leadership has a positive and significant effect on personnel involvement, psychological capital has a positive and significant effect on personnel involvement, authentic leadership has a positive and significant effect on psychological capital, psychological capital plays a partial mediating role between authentic leadership and psychological capital.

Keywords: *authentic leadership, psychological capital, personnel engagement, police personel*

I. Background

Organizations must manage their workforce and pay serious attention to their behavior, attitudes, and psychological state. Organizations expect their workforce to be competent with a positive work attitude. In this way, consistently develop productive work behavior and eliminate counterproductive behavior (Brown, 2004; Sanyal & Sett, 2011). Several important variables that support the development of productive work behavior are involvement (Bakker & Demerouti, 2008), Psychological Capital (Luthans et al., 2015), and Leadership (Avolio et al., 2009). These variables will develop positive attitudes for employees to encourage organizational performance productivity. Job engagement has been found to be one of the most desirable employee outcomes in organizations (Bakker & Demerouti, 2008). This is because employee involvement can reduce and increase organizational productivity. Therefore, it is important for organizations to implement effective ways to increase employee engagement in order to improve organizational performance (Ghlichlee & Bayat, 2021).

This concept emerged from positive organizational behavior and eventually became one of the most influential psychological states in organizations (Bakker & Demerouti, 2008).

Research by (Kang & Busser, 2018) and (Parrott et al., 2019) postulated that leadership can be used to predict work engagement in various types of work. Other research also supports that Authentic Leadership has a positive impact on employee engagement (Bamford et al., 2013; Joo et al., 2016). Likewise, research by Du et al. (2022) found that authentic leadership has a positive and significant effect on employee engagement. This is because leaders who are more concerned with morality and ethics will focus on self-awareness, self-regulation, self-conformity, and modeling these characteristics to subordinates (Lemoine et al., 2019). Perceived authentic leadership leads to increased work engagement, as organizational leaders seen as having authentic leadership characteristics (e.g. promoting self-development, self-awareness, and trust in employees) result in employees who are more engaged in the workplace, this is a possible avenue for attention by managers and supervisors (Koon & Ho, 2021; Niswaty et al., 2021).

Authentic leaders initiate positive change in followers by demonstrating positive role models (Avolio et al., 2009; Gardner et al., 2011). Authentic leaders demonstrate honesty and show followers their true selves. These leaders inspire others to engage at work and optimize their performance. By demonstrating these authentic characteristics, leaders can develop work engagement (Walumbwa et al., 2010). Other research found that only psychological capital was positively correlated with employee work engagement, while positive leadership style had an insignificant effect (Pugar & Parahyanti, 2018). Without considering the role of job resources such as organizational support and positive leadership style, psychological capital shows a positive impact on work engagement (Percunda & Putri, 2020). From several studies it is known that work engagement can be predicted by employees' psychological resources (Bradbury-Jones, 2015; Joo et al., 2016; Kang & Busser, 2018). Psychological capital is a form of employee psychological resources (Luthans et al., 2015). To illustrate, psychological capital predicts engagement among public service staff (Saleh et al., 2020).

According to the job demands-resources (JD-R) model, personal resources are also found to be an important antecedent of employee work engagement (Bakker et al., 2011; Bakker & Demerouti, 2008). Psychological capital has been introduced as an employee resource (Thompson et al., 2015). Psychological capital can act as a positive characteristic to overcome tension and support individual achievement in organizations (Luthans et al., 2015). Following the JD-R model, all positive mental states of psychological capital can be exerted by an individual when faced with exhausting work demands. Employees will be more likely to be engaged in their work if they have enough personal resources to cope with demanding work. In line with a number of studies, psychological capital is one of the most sought after resources for employee work engagement (Simons & Buitendach, 2013; Thompson et al., 2015).

Employees need different resources to handle daily work demands (Bakker & Demerouti, 2008). This is because resources can stimulate growth, learning, and personal development (Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004). Thus, encouraging psychological capital as an alternative source can further increase employee engagement in the workplace. Alessandri et al. (2018) research on public organizations in Italy also found that psychological capital had a positive and significant effect on work engagement. Erbas & Ozbek (2016) research in Turkey also found that psychological capital had a positive and significant effect on work engagement. Research by Niswaty et al. (2021) in public organizations in Makassar also found that psychological capital had a positive and significant effect on employee work engagement. However, other research finds that psychological capital does not have a significant effect on employee work engagement (de Waal & Pienaar, 2013).

The contribution of authentic leadership and psychological capital as antecedents of work engagement is not always consistent (Klassen et al., 2012). Previous research found that authentic leadership can directly predict employee work engagement (Rahmadani et al., 2020; Schaufeli & Bakker, 2004). However, other research reveals that psychological capital

mediates the relationship between authentic leadership and work engagement (Niswaty et al., 2021; Wirawan et al., 2020). Authentic leadership plays an important role in developing subordinates' psychological capital. Leaders with authentic characteristics also provide employees with the resources necessary to cope with exhausting work demands. Public organizations may be dominated by authority figures as a result of high power distance. This condition greatly influences the influence of authentic leadership on psychological capital and employee work engagement. Authentic leaders also help employees retain their resources to handle demanding tasks in the organization.

Work involvement is required by all organizations including the Republic of Indonesia Police (Polri). The involvement of Polri personnel in carrying out their duties is very important to maintain security and public order as well as to uphold the law so that public trust in the Polri institution increases. To support the achievement of these goals, it is necessary to involve personnel in carrying out their main duties and functions personally and being involved in activities in their work units. and other work units.

II. Literature Review

2.1. Authentic Leadership

The definition of authentic leadership varies for different theorists, but they all emphasize the importance of consistency in their words, actions, and values. Additional aspects of authentic leadership include positive leader values, leader self-awareness, and trusting relationships with followers. Authentic leadership is primarily a normative theory that describes the ideal leader for an organization (Yukl, 2010). Several scholars have provided versions of authentic leadership theory (Avolio et al., 2004; Gardner et al., 2011). A true leader's self-concept and self-identity are strong, clear, stable, and consistent. These leaders have high self-awareness about their values, beliefs, emotions, self-identity, and abilities. In other words, they know who they are and what they believe. They also have a high level of self-acceptance, which is similar to emotional maturity. Authentic leaders have positive core values such as honesty, altruism, kindness, fairness, accountability, and optimism (Yukl, 2010).

With regard to essential leadership behaviors, there is little agreement among the various versions of authentic leadership theory. George (2012) emphasized the need for authentic leaders to empower others. Gardner et al. (2011) proposed that authentic leaders encourage self-determination by followers to enable them to fulfill their needs for autonomy, competence, and relatedness. However, Avolio et al. (2004) explicitly state that authentic leadership can be directive or participative. In the version of authentic leadership theory which is an extension of transformational leadership theory, leaders use transformational and transactional behavior (Bass & Steidlmeier, 1999). Authentic Leadership is a form of positive and supportive behavior of a leader. Authentic Leadership can be defined as the authentic behavior of a leader which is characterized by the leader's positive psychological capacity and ethical values to encourage employee self-development (Walumbwa et al., 2010). Additionally, Walumbwa et al. (2008) stated that authentic leaders tend to display four core behaviors: self-awareness, relational transparency, balanced processes, and an internalized moral perspective.

2.2. Psychological Capital

The JD-R model suggests that work-related burnout develops through two mechanisms; the first relates to unpleasant and highly stressful working conditions where job demands lead to exhaustion and the second is associated with insufficient job resources leading to disengagement with apparent motivational collapse (Demerouti et al., 2001). The JD-R model integrates previous models of work motivation and work stress, such as two-factor theory and job characteristics (Hackman, 1980). Demerouti et al. (2001) and hundreds of

empirical studies to mature its current status as a well-known and widely accepted JD-R theory (Bakker et al., 2014).

Job demands and resources also have joint effects: (1) job resources may buffer the impact of job demands in predicting employee health – meaning the relationship between job demands and adverse health will be weaker for those with access to more job resources, and (2) job demands can increase the impact of job resources on motivation such that job resources specifically influence motivation when job demands are high (Bakker, A. B., & Demerouti, 2016). The former occurs because resources reduce the level of demands experienced or reactions to these demands, while the latter occurs because high demands challenge the individual to use resources and translate them into motivated action. The term psychological capital was coined from the positive organizational behavior approach (Luthans et al., 2015; Youssef-Morgan & Luthans, 2015). Psychological capital is defined as a positive mental state characterized by high efficacy, optimism, resilience and hope (Luthans et al., 2015; Youssef-Morgan & Luthans, 2015).

2.3. Employee Engagement

Role theory implies that individuals behave according to the functional, relational, and structural features of the social units in which they coexist (Biddle, 2013; Katz & Kahn, 1978). Biddle (1986) emphasizes that role theory concerns one of the most important features of social life, typical patterns of behavior or roles. It explains roles by assuming that people are members of a social position and have expectations for their own and others' behavior. The concept of employee engagement is relatively new in the human resource management literature (Fleetwood & Hesketh, 2010). Several scholars have contributed with multiple definitions, however, the term “employee engagement” was introduced in the academic literature by Kahn (1990), who used it to refer to how employees express themselves physically, emotionally, and mentally while performing at work. Other researchers suggest that employee engagement is related to being involved, committed, and satisfied with work (Harter et al., 2002).

III. Hypothesis Development

3.1. The influence of authentic leadership on psychological capital

Authentic Leadership is a means of providing supervisory support in that it can act as a source of employment. Similarly, psychological capital with four positive psychological states (hope, resilience, efficacy, and optimism) acts as a personal resource. Several previous studies show that Authentic Leadership and Psychological Capital positively influence employee attitudes, psychological conditions and performance (Adil & Kamal, 2016). The JD-R model reveals that engagement occurs when employees perceive sufficient resources to handle job demands (Bakker & Demerouti, 2008). Although Authentic Leadership and psychological capital are two different resources that help employees cope with job demands, some evidence has supported that Authentic Leadership directly influences employees' psychological capital (Adil & Kamal, 2016). Leaders with authentic characteristics can provide supervisory support for employee self-development. Authentic Leaders are able to focus on the self-development of their followers (Walumbwa et al., 2010).

Authentic leadership generally has a positive effect on the attitudes and behavior of employees and, ultimately, the organization. On the other hand, Walumbwa et al. (2010) define authentic leadership as a leadership process that involves the leader's resources and organizational support. In this case, leaders with abundant personal resources and support from their organizations may more often demonstrate positive attitudes and behavior towards their subordinates. Authentic leaders not only focus on themselves but also pay special attention to

the development of their employees (Avolio et al., 2004). Previous research found that authentic leadership has a positive and significant effect on psychological capital (Amunkete & Rothmann, 2015; Niswaty et al., 2021). Based on previous research findings, the research hypothesis is:

H1: Authentic leadership has a positive and significant effect on psychological capital

3.2. The influence of authentic leadership on employee engagement

Authentic leadership has emerged as one of the most influential leadership styles (Banks et al., 2016; Tonkin, 2013). Authentic leaders initiate positive change in followers by demonstrating positive role models (Avolio et al., 2009; Gardner et al., 2011). Authentic leaders demonstrate honesty and show followers their true selves. These leaders inspire others to engage at work and optimize their performance. By demonstrating these authentic characteristics, leaders can develop work engagement (Walumbwa et al., 2010), and performance (Peterson, Suzanne J; Walumbwa, 1994). Authentic leader behavior can reduce the imbalance between demands and resources by providing transparent communication, inspiration for self-development, and balanced processing (Walumbwa et al., 2010). Engaged employees can make a meaningful difference (Joo et al., 2016). Authentic leaders encourage employee engagement for two reasons. First, characterized by high levels of self-awareness, self-regulation, and self-conformity (Luthans et al., 2004), authentic leaders can model these characteristics to other employees. This process helps create a transparent and fair work climate, contributing to employee engagement (Jiang & Men, 2017). Previous research also found that authentic leadership has a positive and significant effect on employee engagement (Du Plessis & Boshoff, 2018; Joo et al., 2016; Niswaty et al., 2021). Based on previous research findings, the research hypothesis is:

H2: Authentic leadership has a positive and significant effect on personnel involvement

3.3. The Effect of Psychological Capital on Employee Engagement

Job Demand Resource Model (JD-R) developed by (Bakker & Demerouti, 2008).Thompson et al. (2015) revealed that job resources contain all fundamental aspects of a job, including the physical environment, social support, psychological aspects, and organization. All these factors play an important role in reducing workload, aiding task achievement, and facilitating the workplace (Schaufeli & Bakker, 2004). Personal resources also play an important role in determining a person's work engagement. Personal resources are positive self-evaluations that help individuals struggle in challenging situations (Bakker & Demerouti, 2008). According to the JD-R model (Bakker et al., 2011), job resources and personal resources are very important for employees.

According to the JD-R model, personal resources are also found to be an important antecedent of employee work engagement (Bakker et al., 2011; Bakker & Demerouti, 2008). Psychological capital has been introduced as an employee resource (Thompson et al., 2015). Psychological capital can act as a positive characteristic to overcome tension and support individual achievement in organizations(Luthans et al., 2015). Following the JD-R model, all positive mental states in psychological capital can be exerted by an individual when faced with exhausting work demands. Employees are more likely to be engaged in their work if they have sufficient personal resources to cope with demanding work. In line with a number of studies, psychological capital is one of the most sought-after resources for employee engagement (Thompson et al., 2015). Previous research found that psychological capital has a positive and significant effect on employee work engagement (Niswaty et al., 2021; Wirawan et al., 2020). Based on previous research findings, the research hypothesis is:

H3: Psychological capital has a positive and significant effect on personnel involvement.

3.4. The role of Psychological Capital in mediating the influence of authentic leadership on personnel engagement.

Authentic leadership was found to play an important role in the development of followers' psychological capital (Luthans et al., 2006; Woolley et al., 2011). Empirically it has also been established that psychological capital and a positive organizational context are antecedents of authentic leadership development (Peterson, Suzanne J; Walumbwa, 1994). Therefore, it becomes clear that authentic leadership theory assigns an important role to the psychological capital of leaders and followers. Luthans et al. (2004) reports that human capital and psychological capital can be developed and used in the workplace. Psychological capital capacities are psychological states, as opposed to fixed traits, and are therefore open to development through methods such as role modeling, social persuasion, mastery experiences or performance gains (Luthans et al., 2004). By utilizing these development techniques, leaders can play an important role in developing their employees' psychological capital.

Employees who receive help from leaders will feel obliged to reciprocate through behavior and performance that benefits the organization, such as increased engagement with in-role or extra-role performance (Ma & Qu, 2011). Kahn (1990) suggested that employee engagement increases in environments where psychological safety is perceived. High ethical standards and balanced information processing by authentic leaders are thought to help create such a climate (Liu et al., 2015). Under authentic leadership, employees have full access to information and resources, and feel accepted and supported, which fosters their psychological safety, resulting in deeper work engagement. Previous research found that psychological capital plays a role in mediating the influence of authentic leadership on employee engagement (Niswaty et al., 2021; Wirawan et al., 2020). Based on previous research findings, the research hypothesis is:

H4: Psychological capital plays a role in mediating the influence of authentic leadership on personnel engagement

IV. Data and Measurement

4.1. Data

The objects of this research are police personnel in the legal sector of the Kendari Resort Police, Southeast Sulawesi, Indonesia. The research was conducted in sector police organizations with the intention that sector police are the law enforcers closest to the community so that institutions need to identify more authentic ways of leadership and motivate police officers to give the best in their duties. The research population consisted of 401 personnel, the sample was determined using the Slovin formula with a precision of 5%, thus the research sample consisted of 200 respondents.

4.2. Measurement

The measurement of authentic leadership variables in this research refers to indicators in the research of Niswaty et al. (2021), Avolio et al. (2009), Walumbwa et al. (2008) with indicators: self-awareness, relational transparency, balanced processing and internalization of moral perspectives. The measurement of psychological capital refers to research by Niswaty et al. (2021), (Luthans et al., 2015) consists of: hope, optimism, resilience and self-efficacy. Meanwhile, indicators of work engagement in research refer to Memon et al. (2020), Aktar & Pangil (2017), namely: a) enthusiasm, b) dedication, c) absorption.

V. Results

5.1. Descriptive statistics

Descriptive analysis displays the average value, maximum value, minimum value and standard deviation of each indicator used. The descriptive statistical values contained in Table 1 show that all indicators have a mean value that is greater than the standard deviation. This shows that the current mean value shows a good representation of the overall data.

Table1: Descriptive Statistics

	Mean	Min	Max	Standard Deviation
X1.1	4.22	2.25	5	0.715
X1.2	4.269	2.5	5	0.675
X1.3	4.207	2.25	5	0.687
X1.4	4.145	2.25	5	0.69
Y1.1	4.346	2.667	5	0.664
Y1.2	4.207	2.5	5	0.642
Y1.3	4.212	2.5	5	0.663
Y1.4	4.222	2.5	5	0.665
Y2.1	4.307	2	5	0.675
Y2.2	4.33	2.333	5	0.67
Y2.3	4.332	2.333	5	0.66

5.2. Inferential Analysis

The outer loadings values as presented in table 2 show that all indicators have original sample values greater than 0.5 and p-values smaller than 0.05, thus all indicators are able to reflect the variables.

Table2: Outer Loadings

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1.1 <- Authentic Leadership	0.975	0.975	0.005	214.454	0.000
X1.2 <- Authentic Leadership	0.976	0.976	0.005	200.784	0.000
X1.3 <- Authentic Leadership	0.979	0.979	0.005	213.520	0.000
X1.4 <- Authentic Leadership	0.969	0.969	0.005	178.326	0.000
Y1.1 <- Psychological Capital	0.941	0.942	0.013	73.079	0.000
Y1.2 <- Psychological Capital	0.976	0.976	0.004	219.421	0.000
Y1.3 <- Psychological Capital	0.972	0.972	0.006	170.688	0.000
Y1.4 <- Psychological Capital	0.974	0.974	0.004	246.018	0.000
Y2.1 <- Employee Engagement	0.982	0.982	0.005	214.586	0.000
Y2.2 <- Employee Engagement	0.986	0.986	0.003	308.015	0.000
Y2.3 <- Employee Engagement	0.987	0.987	0.003	311.720	0.000

Table 3 shows that the contribution of the authentic leadership variable to psychological capital is 0.881. Meanwhile, the contribution of authentic leadership and psychological capital

variables to employee engagement is 0.897. Each R-Square value has a strong level of closeness.

Table3: R-Square

	R Square	R Square Adjusted
Employee Engagement	0.898	0.897
Psychological Capital	0.881	0.881

The path coefficient values as presented in table 4 show that the direct effects, namely: authentic leadership on psychological capital, authentic leadership on employee engagement, and psychological capital on employee engagement have positive original sample values and each p-value is smaller than 0.05 then declared significant. However, the value of the indirect influence (mediation) is stronger than the original sample value, so psychological capital plays a partial mediating role in authentic leadership on employee engagement.

Table 4: Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Authentic Leadership ->Employee Engagement	0.424	0.429	0.103	4.094	0.000
Authentic Leadership ->Psychological Capital	0.939	0.939	0.012	78.243	0.000
Psychological Capital ->Employee Engagement	0.538	0.533	0.104	5.186	0.000
Authentic Leadership ->Psychological Capital->Employee Engagement	0.505	0.500	0.097	5.203	0.000

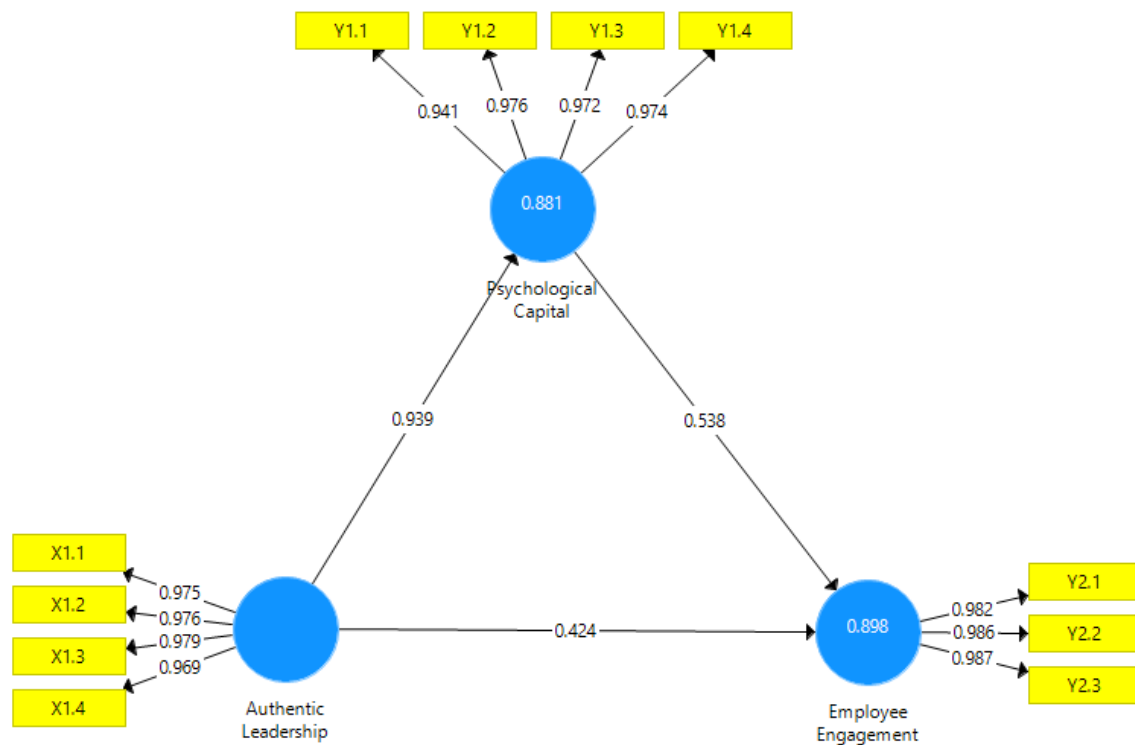


Figure 1: Research structural model

VI Discussion

The results of the analysis of the influence of authentic leadership on personnel involvement found a significant and positive influence. The research results show that the application of authentic leadership creates a positive, empowering and inspiring work environment, this makes team members feel valued and motivated to achieve common goals, thus encouraging police personnel to be involved in activities diligently, loyally and enthusiastically. The application of authentic leadership mainly focuses on the openness of relationships between personnel, in this case authentic leaders communicate openly and honestly about their personal values. They do not try to hide who they really are, and this allows team members to feel closer and connected to their leaders so that personnel can be fully engaged in their tasks and roles in the work environment and personnel feel connected emotionally, cognitively, and behaviorally to the task -their duties. The research results also support previous research that authentic leadership has a positive and significant effect on employee engagement (Du et al., 2020; Koon & Ho, 2021; Niswaty et al., 2021).

The results of the analysis of the influence of psychological capital on personnel involvement found a significant and positive influence. The research results support Du Plessis & Boshoff (2018) research that psychological capital has a positive and significant effect on personnel engagement. This shows that positive psychological conditions can increase the level of personnel motivation. When someone feels happy, satisfied, and enthusiastic, they tend to be more motivated to contribute and be actively involved in their work. High motivation will encourage personnel to complete tasks more efficiently and creatively. This is also supported by the research findings of Thompson et al. (2015), that psychological capital has a positive and significant effect on personnel involvement.

The results of the analysis of the influence of authentic leadership on psychological capital found a significant and positive influence. The results of the research show that the application of authentic leadership in the form of sharing information honestly and openly provides a good example for subordinates. This encourages a positive communication culture in the organization. Leaders must also help subordinates understand the information shared. If there are questions or confusion, the leader should be available to provide additional clarification. This strengthens personnel's psychological capital in order to handle situations that are often full of stress, risk and uncertainty. The results of this research are supported by previous research findings that authentic leadership has a positive and significant effect on psychological capital (Amunkete & Rothmann, 2015; Du Plessis & Boshoff, 2018; Niswaty et al., 2021).

The results of the analysis of the influence of authentic leadership on personnel involvement mediated by psychological capital found a significant and positive influence. The direct influence showed a positive and significant influence, likewise the indirect influence (mediation) also found a positive and significant influence. These findings indicate that the psychological capital variable plays a partial mediating role between authentic leadership and personnel involvement. Employees feel trust, security, support, and recognition from leaders, which contributes to a positive psychological state. Positive psychological capital then influences the level of personnel involvement. Employees who have good psychological capital tend to be more involved in their work, have high motivation, feel appreciated, and are enthusiastic in carrying out their duties. The research results support other research that psychological capital plays a role in mediating the influence of authentic leadership on employee engagement (Du Plessis & Boshoff, 2018; Niswaty et al., 2021; Wirawan et al., 2020).

VII Conclusion

This research examines the role of psychological capital in mediating the influence of authentic leadership on the performance of police personnel. Research findings: authentic leadership has a positive and significant influence on psychological capital. Authentic leadership and psychological capital have a positive influence on personnel engagement. Psychological capital plays a role in mediating the influence of authentic leadership on engagement. personnel. Police personnel need to improve internal morale in the form of conformity between words and actions in order to increase public trust in law enforcement, maintaining security and order at the community level.

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