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The Influence of Authentic Leadership and Servant Leadership on Work Engagement through Psychological Capital

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ABSTRACT

Leadership style is able to increase employee work engagement in order to achieve organizational goals. The application of good psychological capital is also another factor to form employee work engagement. High employee work engagement will provide benefits to the organization. This study aims to analyze the factors that influence work engagement and the mediating role of psychological capital. The population in this study were West Sumatra Provincial BPKP employees with a sample of 97 people. The data source of this research is primary data which is collected through questionnaires. Partial least squares structural equation modeling method (PLS-SEM) with SmartPLS 3 was used to analyze the data. The results of this study indicate that authentic leadership and servant leadership positively affect psychological capital. Authentic leadership and psychological capital positively affect work engagement, however servant leadership fails to influence work engagement. This study found that there was a mediating effect of psychological capital on the relationship between servant leadership and work engagement, but psychological capital did not mediate the relationship between authentic leadership and work engagement.

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1. Introduction

The government bureaucracy in charge of supervising state finances or regional finances and national development is the task of the Financial and Development Supervisory Agency (BPKP) [1]. BPKP performs two main functions, namely 1) the function of directing and coordinating internal control; 2) The function of internal supervision which includes the implementation of audits, reviews, evaluations and other supervisory activities on the planning, implementation, and accountability of state/regional revenues and expenditures as well as national development. BPKP is supported by 34 representative offices in all provinces in Indonesia, one of which is the West Sumatra Province BPKP Representative office. In order to perform the main duties and functions, the support of competent, experienced, integrity, adaptive and reliable apparatus resources is required. The compliance of the apparatus in carrying out the main tasks in a work process indicates that the apparatus already has an attachment to their work [2].

Apparatus who have work ties with the organization have several characteristics, some of which are: 1) In-depth understanding of the vision, mission, program objectives, and organizational regulations; 2) Enjoying work; and 3) Highly motivated to work [3]. Hence, employee work engagement is an important thing to be considered by the organization because it is related to the organization's operations. Therefore, it is necessary to supervise the work engagement of employees of the West Sumatra Province BPKP Representative. Evidence was found that the West Sumatra Provincial BPKP employees lacked enthusiasm for work, it was proven that there were still many employees who came late and left early and did not attend.

In human resource management research, it is known that the characteristics of employees who are bound by work are employees who are enthusiastic in working which are shown by attitudes and behaviors such as discipline and diligence and perseverance in working [4]. Meanwhile, the phenomena found in the

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field indicate a lack of employee enthusiasm at work. Therefore, it can be interpreted that the work engagement of West Sumatra Province BPKP employees is still not optimal. Previous study stated that work engagement in the State Civil Apparatus (ASN) who carries out bureaucratic reform has decreased several times in recent years [5].

The engagement of BPKP employees in working is an interesting case to be investigated. Employees who have a high sense of engagement will be able to increase growth in the organization, such as increasing community loyalty, reducing turnover, and having a positive emotional condition. Employee work engagement is an important contributor to employee retention, satisfaction, and performance efforts [6]. An employee who is more attached to the organization will work diligently in order to make a greater contribution to the organization. Good psychology is one of the factors that build employee engagement. This is confirmed by previous study which stated that psychological aspects are factors that affect work engagement, one of which is psychological capital [7].

Psychological capital is a positive psychological state in individual development which is characterized by self-efficacy or belief to succeed in relation to task challenges, then is characterized by an optimistic attitude, an attitude of perseverance and having high hopes for success, thereby creating resilience towards success [8]. Employees who take full responsibility for their work with a positive psychological state will create a positive and harmonious relationship between work and employee behavior. Another factor that has an important role in increasing employee engagement is the leadership factor. According to precious study which stated that in order to increase employee engagement, the role of the leader is very important in the organization [9].

Currently, organizational leaders are faced with challenges in the increasingly complex and dynamic world of work in leading. One type of leadership that is considered capable of facing the challenge of creating work engagement is the type of authentic leadership. Previous study has stated that there is a positive influence of authentic leadership on work engagement because authentic leadership has positive characteristics, promotes transparency, and is ethical [7]. Therefore, it becomes one of the alternatives that increases enthusiasm for work and becomes a solution for organizations in facing various challenges in the world of work [10].

Authentic leadership has the nature of self-awareness and openness which are reflected in the behavior of the leader [11]. Representatives of the West Sumatra Provincial BPKP have realized leadership of transparency in their work and have been regulated in Law No. 17 of 2003, Law No. 1 of 2004, and Law No. 5 of 2004 [1]. These regulations require leaders to work in transparency and accountability, therefore produce good governance. One of the forms of accountability is the implementation of reporting, both financial and performance. The main duties and functions and competencies of West Sumatra Provincial BPKP are highly relied upon in strengthening government accountability. Through improved accountability, the pillars of good governance will increase.

In addition to authentic leadership style, servant leadership style also affects work engagement. This statement is supported by previous study which stated that servant leadership encourages employee engagement in work [12]. Servant leadership is a leadership style that essentially prioritizes the needs of other individuals above their own needs and aims to develop other individuals in the organization to develop [13]. Evidence was found that the leadership of the West Sumatra Provincial BPKP Representative provides the widest opportunity for employees to develop their competencies, either by attending seminars, workshops, or continuing their studies. The leadership concept applied by the leadership of the West Sumatra Province BPKP Representative has the same concept as servant leadership.

This phenomenon illustrates the importance of increasing employee work engagement. Work engagement can increase due to leadership styles such as authentic leaders and servant leaders who serve as drivers in forming psychological capital that will create work engagement. Therefore, the authors compiled a study entitled "The Influence of Authentic Leadership and Servant Leadership on Work Engagement through Psychological Capital".

An authentic leader by being loyal to his values and showing the highest level of moral behavior that will inspire his followers to put more of themselves to work thereby increasing the level of work engagement [14]. Previous studies conducted found a significant positive relationship between authentic leadership and work engagement [15][7]. By ensuring transparency in interpersonal transactions, authentic leadership builds trusting relationships with followers and assists them in discovering talents to create a better fit with work goals, and provides opportunities to develop fruitful relationships with coworkers [16]. The process of

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authentic leadership positively influences self-awareness and positive self-regulated behavior on the part of leaders and followers, and stimulates positive personal growth and self-development among followers [17]. Several studies stated that authentic leadership has the potential to affect positive psychological abilities, such as psychological capital [18][3]. Therefore, authentic leadership will increase work engagement by developing employee psychological capital. Thus, the hypotheses in this study are:
H1: Authentic leadership has a positive and significant effect on work engagement.
H2: Authentic leadership has a positive and significant effect on psychological capital.
H3: Authentic leadership affects work engagement through psychological capital.

Servant leadership plays an important role in increasing employee feelings towards work, therefore it creates engagement at work [19]. Servant leadership encourages morale among employees, as they recognize the unique skills and competencies of employees [20]. Empirically, previous study found that servant leadership has a positive impact on employee work engagement [21]. Servant leadership facilitates the psychological needs of employees [22]. Employees tend to experience positive emotions towards their work due to the exceptional caring behavior of servant leadership [23]. Psychological capital increases due to the influence of servant leadership [24][25]. Similarly, servant leadership can encourage a person's positive development towards work thereby increasing enthusiasm for work. Psychological capital plays an important role in mediating the influence of servant leadership on work engagement [26]. Thus, the hypotheses in this study are:
H4: Servant leadership has a positive and significant effect on work engagement.
H5: Servant leadership has a positive and significant effect on psychological capital.
H6: Servant leadership has an effect on work engagement through psychological capital.

According to the JD-R model, personal resources such as psychological capital are also found to be important antecedents of employee work engagement [10]. Previous study stated that psychological capital has been introduced as an employee resource [27]. In line with a number of studies, psychological capital is one of the most sought-after resources for employee work engagement [28]. Thus, the next hypothesis is:
H7: Psychological capital has a positive and significant effect on work engagement.

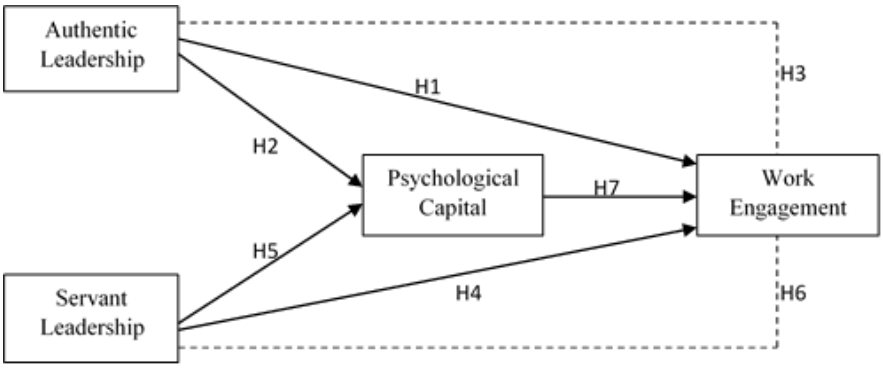


Figure1. Conceptual Framework

2. Method

This research is a quantitative study that aims to examine the model that reveals the relationship between the research constructs, namely authentic leadership, servant leadership, and psychological capital on work engagement. In this study, the population consisted of all auditors from the BPKP Representative Office of West Sumatra Province with a total of 97 people. This study uses a non-probability sampling technique with a saturated sampling method (census), which is a sampling method where all members of the population can be sampled. Thus, in this study, the sample to be taken were all BPKP auditors representing the Province of West Sumatra, amounting to 97 people. This study uses primary data sourced from the distribution of research questionnaires, while secondary data comes from literature studies and international journals that are needed in making literature reviews and revealing current phenomena. The scale used to measure respondents' answers in this study is a Likert scale. The data analysis technique used in this study is a Partial least squares structural equation modeling method (PLS-SEM).

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3. Result and Discussion

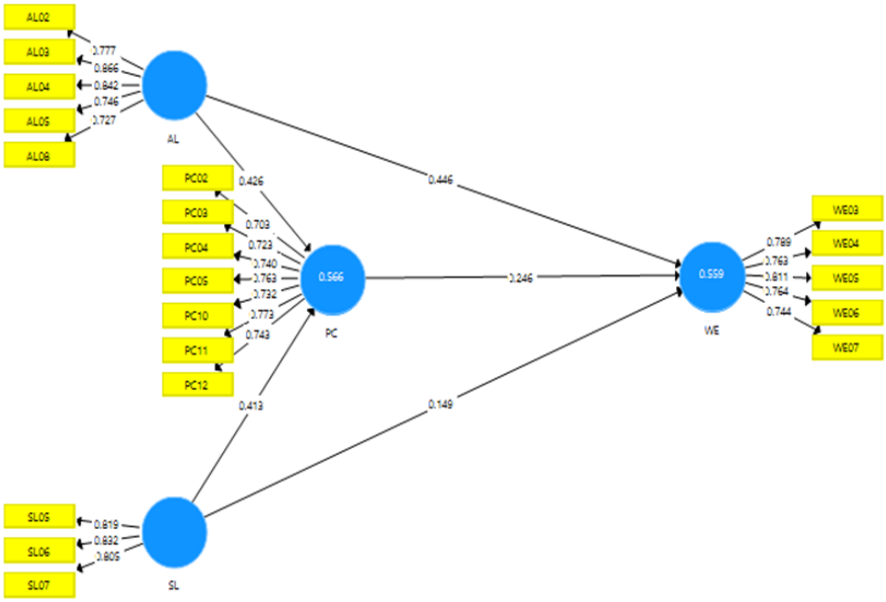


Figure 2. Outer Model

3.1 Outer Model (Validity and Reliability Test)

The outer model is a model that shows the relationship between a construct and an indicator of a variable [29]. The evaluation of the outer model includes convergent validity consisting of outer loading and AVE followed by discriminant validity consisting of cross loading. Finally, perform a reliability test consisting of composite reliability. The explanation of the outer loading output is shown in Table 1 below.

TABLE 1
Outer Loading

Constructs	AL	PC	SL	WE
AL02	0,777			
AL03	0,866			
AL04	0,842			
AL05	0,746			
AL08	0,727			
PC02		0,703		
PC03		0,725		
PC04		0,742		
PC05		0,764		
PC10		0,732		
PC11		0,771		
PC12		0,740		
SL05			0,819	
SL06			0,832	
SL07			0,805	
WE03				0,789
WE04				0,763
WE05				0,811
WE06				0,764
WE07				0,744

***Source: S**martPLS 3 (2022)*

At this stage, the outer loading which has an indicator value below 0.7 has been removed and re-estimation is carried out until all construct indicators are valid, namely the outer loading value is greater than 0.7. Table 1 above provides information that all indicators have an outer loading value greater than 0.7. This

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means that these indicators are able to explain each variable well. The explanation of the validity and reliability outputs is shown in Table 2 below.

TABLE 2
Validity And Reliability Test

Constructs	AVE	Composite Reliability
Work Engagement	0.600	0,882
Authentic Leadership	0.630	0,894
Servant Leadership	0.671	0,859
Psychological Capital	0.548	0,894

Source: SmartPLS 3 (2022)

The AVE value is acceptable if the value is above 0.5, the greater the variance or diversity of indicators contained by the construct, the greater the indicator representation of the construct. Table 2 provides information that the AVE value of the four variables in this study is above the minimum AVE value of 0.5, therefore it is declared valid. Then, the construct will be declared reliable if the value of composite reliability is above 0.7. Table 2 shows these four variables have composite reliability values above 0.7. Thus, each of the indicators used has been able to measure the construct well or reliably. Then, perform a discriminant validity assessment using cross loading in Table 3 below.

TABLE 3
Cross Loadings

Construct	AL	PC	SL	WE
AL02	0,777	0,536	0,466	0,534
AL03	0,866	0,510	0,485	0,516
AL04	0,842	0,587	0,548	0,691
AL05	0,746	0,558	0,435	0,475
AL08	0,727	0,482	0,458	0,541
PC02	0,432	0,703	0,539	0,550
PC03	0,622	0,723	0,524	0,547
PC04	0,536	0,740	0,442	0,404
PC05	0,564	0,763	0,447	0,459
PC10	0,404	0,732	0,436	0,464
PC11	0,425	0,773	0,511	0,432
PC12	0,489	0,743	0,556	0,468
SL05	0,474	0,611	0,819	0,501
SL06	0,575	0,549	0,832	0,489
SL07	0,437	0,478	0,805	0,440
WE03	0,583	0,454	0,468	0,789
WE04	0,448	0,534	0,451	0,763
WE05	0,488	0,554	0,472	0,811
WE06	0,606	0,544	0,501	0,764
WE07	0,580	0,418	0,363	0,744

Source: SmartPLS 3 (2022)

Discriminant validity is declared valid with the cross loading method if the correlation value of the indicator to the variable is greater than the correlation value of the indicator to other variables. Based on Table 3, it can be seen that all statement items used to measure a variable have a higher correlation coefficient in each construct than the item coefficient values in the construct block in other columns. Thus it can be concluded that each item in the block is a unique item and does indeed measure the variable. Thus the model that was built has good discriminant validity. After evaluating the test on the outer model, the next step is to evaluate the inner model as follows.

3.2 Inner Model (Structural Model)

The evaluation of the structural model consists of the assessment of R square (R^2) for endogenous constructs as follows.

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TABLE 4
R Square (R^2)

Constructs	R Square (R^2)	Explanation
Psychological Capital	0,566	Moderate
Work Engagement	0,559	Moderate

Source: SmartPLS 3 (2022)

The R Square (R^2) test aims to determine how exogenous variables are able to describe endogenous variables. If the value of R^2 is 0.67, it is categorized as a strong contribution of influence given by exogenous variables to endogenous variables, then if the value of R^2 is 0.33 then it is categorized as moderate and 0.19 is said to be weak [30]. Table 4 provides information that the contribution of the influence given by servant leadership and authentic leadership to psychological capital is 0.566 or 56.6%, therefore the contribution of the influence given by servant leadership and authentic leadership to psychological capital is moderate. The remaining 44.4% is stated by other variables that are not examined in this study. Furthermore, the contribution of the influence given by servant leadership, authentic leadership, and psychological capital to work engagement is 0.559 or 55.9%. This also indicates that the prediction accuracy of the model is moderate. The remaining 44.1% is stated by other variables that are not examined in this study.

3.3 Hypothesis

The path coefficient will describe the influence between variables which is carried out through the bootstrapping procedure. The hypothesis is accepted or rejected based on the t-statistical test value, if the t-statistical value is above 1.96 (t table) and the significance (p value) is less than 0.05, then the hypothesis is accepted. The path coefficient results report will be shown as follows.

a. Direct Test

TABLE 5
Path Coefficient

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic	P Values
AL -> WE	0,446	0,434	0,123	3,633	0,000
AL -> PC	0,426	0,438	0,117	3,635	0,000
SL -> WE	0,149	0,153	0,085	1,750	0,081
SL -> PC	0,413	0,409	0,116	3,561	0,000
PC -> WE	0,246	0,256	0,110	2,239	0,026

Source: SmartPLS 3 (2022)

The results of hypotheses testing are as follows:

H1: Authentic leadership has a positive and significant effect on work engagement.
H2: Authentic leadership has a positive and significant effect on psychological capital.
H4: Servant leadership has a positive and not significant effect on work engagement.
H5: Servant leadership has a positive and significant effect on psychological capital.
H7: Psychological capital has a positive and significant effect on work engagement.

b. Mediation Test

TABLE 6
Mediation Result

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P values
AL -> PC -> WE	0,105	0,116	0,066	1,595	0,111
SL -> PC -> WE	0,101	0,101	0,048	2,121	0,034

Source: SmartPLS 3 (2022)

Variance Accounted For (VAF) is useful to determine the category of mediating variables, whether full mediation or partial mediation. If the VAF value is between 20% to 80% then it is categorized as partial mediation, however if it is greater than 80% then it is categorized as full mediation. Then, the formula for VAF is as follows.

VAF = Indirect Effect / (Direct Effect + Indirect Effect)
VAF = 0.101 / (0.149 + 0.101) = 40.4%

The results of the above calculation show that the psychological capital variable is categorized as partial mediation because the VAF value is between 20% and 80%, which is 40.4%.

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The results of the mediation results are as follows:

H3: Psychological capital does not mediate the relationship between authentic leadership and work engagement.

H6: Psychological capital mediates the relationship between servant leadership and work engagement.

4. Conclusions

Leadership styles such as leaders who have an open attitude, create transparent working relationships and have good morals and ethics, will automatically encourage subordinates to be more involved in work. The better the auditor's perception of the leader who has an authentic leadership style, the more positive psychology will be created for the auditor. However, if the implementation of the servant leadership style by the leadership of the BPKP representatives of West Sumatra Province has decreased, it will cause a decrease in the psychological capital of the BPKP auditors. If the leader does not prioritize service to the auditor, it can reduce the morale of the auditor. If the psychology of the auditor is well fulfilled and feels involved in his work, the auditor will feel comfortable working in the work environment of the West Sumatra BPKP Representative. The work engagement of auditors can be increased because of the direct contribution of leadership styles such as authentic leadership. The servant leadership style can build auditor confidence which in turn creates a strong feeling to be involved in the work environment at the BPKP Representative of West Sumatra Province and will also cause emotional feelings at work, therefore engagement in this organization produces positive aspects.

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