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Perceptions of Communication Organizational - Family and Authentic Leadership

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ABSTRACT

Research on authentic leadership antecedents is still limited. Several studies have shown that the role of psychological capital, self-knowledge and self-consistency is not consistent as antecedents of authentic leadership. Likewise related to the role perceptions of organizational and family communication as a mediator of authentic leadership. Understanding that the process of authentic leadership formation comes from internal processes but also depends on the organizational and family context. This study aims to examine the role of organizational and family communication perceptions as a mediator of authentic leadership models in group leaders. Collecting data using survey methods. Participants were 110 group leaders at a steel company in Bekasi, and Bakery, production and sales in Bandung. The results show that perceptions of organizational and family communication is not become a mediator on relationship between antecedents and authentic leadership. The benefit of this research is that it contributes to the integration of studies of authentic leadership models. It shows that the role of mediator is not supported. The limitations of the research are related to the measurement of organizational and family communication perceptions which have limited indicators, the implication is theoretically necessary to review the broader aspects of the organizational and family context as an understanding of organizational culture.

Keywords: Authentic leadership, Perception of organizational family communication, Antesedent.

1. INTRODUCTION

Many countries in the world are currently experiencing a major crisis in leadership in terms of politics, government, business, non-profit organizations, even in the fields of education and religion. Caza and Jackson explicitly termed a "global leadership crisis" to explain the scandals that occurred in corporations and politics around the world [1]. In Indonesia, it is pointed out that most organizations do not yet have a mature career or leadership succession plan in all organizational lines, and there is a lack of trust among organizational members in leaders [2]. Such challenges have the implication that effective leaders are needed. It takes a leader who understands the problem in a contextual manner, is aware of the strengths and weaknesses of himself and others and has integrity.

The harmony of what is said and done by the leader is important in order to build the trust of subordinates. This harmony can arise, among other things, if the individual as a leader can understand himself (weaknesses and strengths).

This understanding will make it easier for individuals a leaders to be more open, thus helping the process of building trust between superiors and subordinatesIn this regard, authentic leadership studies show a growing development as shown by various studies both in the western and eastern world (cultural dichotomy). For example, several research studies have been carried out in various countries such as America [3], Australia [4], Belgium [5], Brazil [6], Germany [7], Nigeria [8], Taiwan [9] and

Indonesia [10]. This shows that interest and attention to this topic is still growing in Indonesia and outside Indonesia. There are very limited studies related to the antecedents of authentic leadership. Based on searches on google.com and google scholar with the keyword "antecedent s of authentic leadership", there are only a few studies that are related to a more comprehensive model (antecedents and consequences) [11], [12].

Therefore, this study will choose self-knowledge and self-consistency as antecedents. The selection of self-knowledge and self-consistency can also be seen as part of understanding an intrapersonal perspective, therefore these variables are variables that still need to be deepened, especially in a different cultural context. . In this cultural context, the role of communication within the organization and in the family also influences the formation of authentic leadership [13].

The determination of psychological capital is chosen based on the understanding of the concept that in the interpersonal process the capacity or psychological capacity model exists in the individual and can form individual authentic leadership. Besides, the perception of communication in organizations and families, as part of understanding the process of leadership formation, is a factor that needs to be considered.

Based on the problems described above, the main statement to be answered through this research is what are the antecedents and the role of communication in organizations and families to become authentic leadership mediators.

2. METHOD

The identification of research variables is carried out based on the hypotheses compiled in this study. The endogenous variable of this research is authentic leadership. The exogenous variables of this study include Self knowledge, Self Consitency and Psychological capital. Perceptions of organizational and family communication as a mediating variable.

This study is to measure leadership that involves leaders at the level of team leaders (unit heads, department heads, assignment team heads). Therefore, this study needs to be used by organizations that have many work units or group units. Respondent criteria, namely employee status is permanent employee; Minimum work period of 2

years, minimum high school education, and maximum age of 60 years.

The selection of research respondents was carried out by purposive random sampling, in which the researcher took respondents based on specific objectives, namely unit leaders in various types of organizations (manufacturing, production and sales). There are 2 medium scale organizations (based on the number of employees moving from 100-1000) that participated in this study. PT Mayasari, in the city of Bandung, and PT. Toyogiri is in the city of Bekasi. PT Mayasari is engaged in bread making services (production and sales, shops spread across Bandung and its surroundings), has 324 employees for all parts of both production and branches. PT. Toyogiri, in collaboration with companies in South Korea and China, is engaged in the manufacture of steel in Bekasi. The number of employees is 870 people. Production is shipped throughout Indonesia.

The procedure for determining the organization is based on the willingness of the organization to be the research site. Another consideration is that the organization has a work unit which operationally has a coordinator, section head, section head or supervisor.

Measurements for all variables are the result of adaptation of existing measurements and are used in a research framework for science development.

Self knowledge is measured by a combined scale of self-concept and self-confidence. There are 8 items related to self-understanding of individual values / expectations, beliefs and behavior.

Self consistency is measured by the Preference of Consistency Scale. In particular, internal consistency is used because it accesses efforts to get consistency between intentions / expectations, beliefs and behaviors.

The psychological capital scale has 1) having the confidence (self efficacy) to take and make an effort necessary for the success of the task at hand, 2) giving a positive response (optimism) for present and future success, 3) being diligent and persistent in the goals and objectives and if necessary, rearrange efforts towards the goal (hope) in order to achieve success and 4) if faced with problems and failures persist 4) if faced with problems and failures persist and bounce back and even stronger.

There are two types of evidence collected in order to check the validity of the measuring

instrument, namely evidence related to the test content and related to the internal structure of the test

The analysis of the reliability of the measuring instrument used is internal consistency, which is the consistency between the parts in the test. The reliability coefficient is obtained when testing the correlation of each item with the total score. Analysis of this reliability was carried out on 110 respondents. Overall the reliability of this research measuring instrument was at a high and very high level.

The stage before analyzing the data was to perform the assumption test, normality test, homogeneity test, outlier test and multicollinearity test. Hypothesis testing (authentic leadership antecedents) using the Structural Equation Model (SEM) method with the help of the AMOS version 20 program. The purpose of this analysis is to test the hypothesis proposed in this study.

Confirmatory modeling strategy was chosen as the model in this study because the researcher only has a single model consisting of a series of relationships and uses SEM to assess how well the proposed model fits empirical data.

The basic assumption of SEM is that the data is normally distributed and the estimation technique used is maximum likelihood. This technique was chosen because under ideal conditions, this technique still provides stable and valid results with a sample size as small as fifty samples and is not biased when the assumption of multivariate normality is met [14]

3. RESULT

Respondents in this study were female employees who have subordinates (sie, unit, division, organizational department in Bandung and Bekasi. The total number of respondents who filled the entire scale was 110 people. The number that could be analyzed was 110 employees. Based on gender, there are 58 (53%) male employees and 52 (47%) female employees

Estimation of the reliability of research data on 110 respondents was carried out using the Cronbach Alpha statistical test. The results can be seen in the table 1.

Table 1. Reliability coefficient

Variable	Reliability coeficient	Meaning
Authentic Leadership	0,93	high
Self consistency	0,866	high
Selfknowlege	0,937	high
Psycap	0,953	high
Org and family com percpt	0,896	high

The validity of research data on 110 respondents is known from the size of the load of each observed variable that forms the latent variable. Data is said to be valid if it has a factor load> 0.5 [15]. The factor load of all variables that meet the requirements is called valid.

The results of multivariate testing on this research data produce normal data on authentic and antecedent leadership. This is shown by the Komogorov Smirnov normality test, see table 2.

The multicollinearity test results for authentic and antecedent leadership showed no correlation

between independent variables. This is indicated by the statistically justified error rate (tolerance> 0.10) and the squared standard deviation inflation factor (VIF> 0.10). The results can be seen in the table 3.

The results of this study indicate that the antecedent theoretical model hypothesized in this study is in accordance with the empirical data. The suitability of the antecedent model can be seen in the figure 1. The suitability of the theoretical model with empirical data is shown by the fulfillment of all the goodness of fit (GoF) criteria, as shown in the table 4.

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Table 2. Normality test

Variable	Coefficient	Asym sig	Meaning
Auth lead	0,678	0,747	normal
Self consistency	0,806	0,535	normal
Selfknowlege	1,035	0,235	normal
Psycap	1,106	0,173	normal

Table 3. Tolerance values and VIF

Variable	Tolerance	VIF	Meaning
Psycap	0,862	1,161	No multicollearity
Selfkcons	0,732	1,367	No multicollearity
Selfknow	0,82	1,219	No multicollearity

Table 4. Godness of Fit (GoF) Structural Model Parameters

Parameter	Gof	c.r	meaning
Chi –Square	95,257	small	high
P	0,09	$\geq. 0,05$	high
RMSEA	0,045	$\leq 0,08$	high
CFI	0,977	$> 0,90$	high
GFI	0,901	$> 0,90$	high
AGFI	0,848	$\geq 0,09$	moderate
TLI	0,969	$>0,09$	high
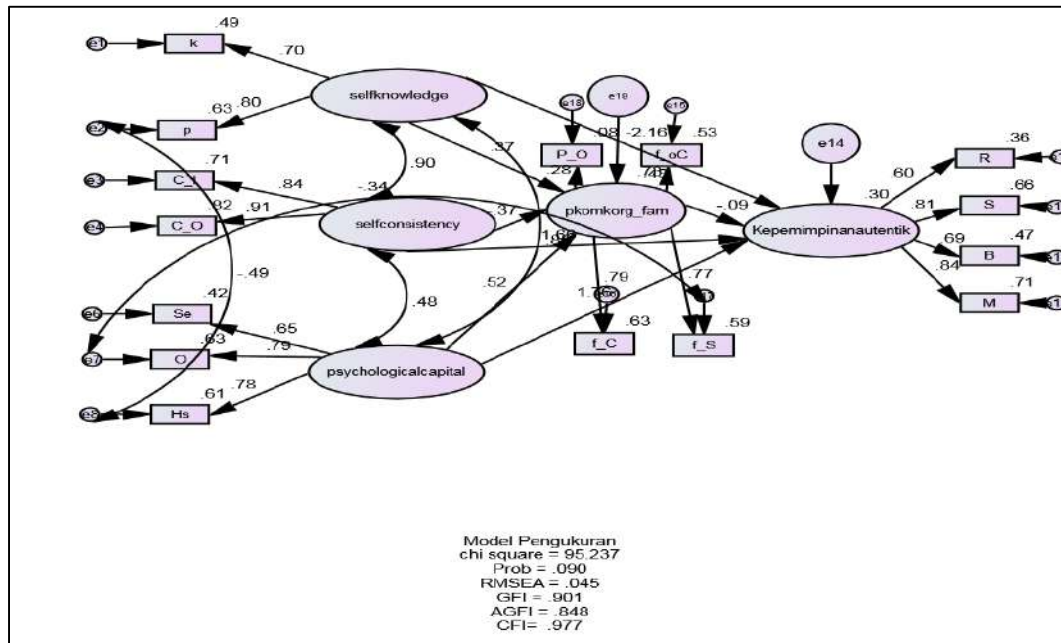
Figure 1. The measurement model of authentic leadership antecedents

4. DISCUSSION

Based on the results of testing the first hypothesis, it is shown that authentic leadership can be explained through the emergence of self-knowledge variables, self-consistency variables and psychological capital and perceptions of communication in organizations and families acting as mediators.

The results of this study indicate that the theoretical model of self-knowledge, self consistency and psychological capital and authentic leadership assertions as a mediator with authentic leadership is in accordance with empirical data. These results corroborate previous findings related to theoretical and conceptual studies. The antecedents of these three variables were self-knowledge, self-consistency and psychological capital which were relatively larger. These three variables have a direct relationship that is greater than the indirect relationship. This is also confirmed by only the psychological capital variable which is significant and positively associated with authentic leadership. Even so, the hypothesis finding that psychological capital can be antecedent implies that the role of psychological capital is quite influential on authentic leadership

The role of organizational and family communication perceptions in this study is not significant enough to act as a mediator because the correlation between variables is higher in direct relationships. In this context there are several concerns related to the role of organizational and family communication perceptions, especially related to measurement tools. Perception measurement tool of organizational communication (has 1 item) and perception of communication in family has 3 items. The representation of this item is not significant enough to influence the emergence of item leadership. Therefore, further research pays attention to indicators of measuring perceptions of organizational and family communication.

This study shows that the role of perceptual communication in organizations and families does not directly affect authentic leadership. Antecedents of self-knowledge, self-consistency and psychological capital play a more direct role in influencing the formation of authentic leadership than through perceptions of organizational and family communication leadership.

5. CONCLUSION

The theoretical model of authentic leadership could be explained by self-knowledge, self consistency and psychological capital and authentic leadership assertions as a mediator. Self-knowledge, self-consistency and psychological capital have a direct relationship toward authentic leadership.

AUTHORS' CONTRIBUTIONS

This study provides an alternative in understanding authentic leadership through the perspective of the perceived role of organizational and family communication as a mediator. This role has no significant relationship. The role of antecedents (self knowledge, self consistency and psychological capital) has a significant relationship with authentic leadership.

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