

Psycap as an Antecedent of Authentic Leadership and the Moderating Role of Organizational Climate

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ABSTRACT

Authentic leadership develops attention as a basic component of effective leadership because the existing leadership style is not able to be part of a promising solution. The purpose of this study is to explore psycap as an antecedent of authentic leadership development and the moderating effect of organizational climate to find answers about how to develop authentic leadership in organizations. This paper is a theoretical exploration based on a literature review and social cognitive theory is used as a philosophical analysis. This paper provides the mechanism of the positive influence of psychological capital on authentic leadership theory and the moderating effect of organizational climate variables through the viewpoint of social cognitive theory.

Keywords: *psychological capital, authentic leadership, organizational climate, social cognitive theory*

1. INTRODUCTION

The many new challenges experienced by organizations make existing leadership styles unable to be part of promising solutions [1-3]. Recent research on leadership has encouraged authentic leadership research and authentic leadership development as a result of mismanagement in several organizations, such as Enron and WorldCom [4, 5]. The main principle of authentic leadership is the ability to create a good and sustainable organizational performance [2]. At present, authentic leadership research has been broadly linked to employee attitudes, behavior, and outcomes. For example, outcomes in the form of performance [6-8], outcomes in the form of sales growth [9], creativity [10], positive employee work climate [11], affective commitment at a group level (group) [12] and organizational performance [13]. Evidence and empirical support shows the importance of authentic leadership for organizations

However, to date, the authentic leadership antecedents are still limited to the initial theoretical development of a leader's strength and psychological resources [14]. Reference [15] states that the classification of antecedents is important for the development of authentic leadership, which consists of two major parts. The first part is the characteristics of leaders, namely personal history, psychological capital or psycap, efficacy beliefs, attributions, and psychological contracts. The second part is a positive experience at work, which is a trigger for events, an ethical climate, a positive organizational context, and affective events

Some similar antecedents have received empirical support. There are at least three studies that have examined the relationship between selected antecedents and authentic leadership [16]–[18]. The first antecedent

study was conducted by Reference [18] by testing self-monitoring. Through a longitudinal study, Reference [18] predicted a negative relation between self-monitoring and authentic leadership. The study results did not show support for the predictions made, i.e., self-monitoring does not correlate with authentic leadership. Subsequent antecedent studies were carried out by Reference [17], in the form of self-knowledge and self-consistency. These studies provided preliminary evidence that self-knowledge and consistency are positively related to authentic leadership. The third antecedent study was the research of Reference [16], which placed positive organizational behavior in the form of optimism, tenacity, and hope positively correlated with authentic leadership. The empirical results of the research provided evidence that positive organizational behavior in the form of optimism, tenacity, and expectations separately, as well as overall measures in the form of psycap, positively correlated to authentic leadership [16].

A recent study of antecedents was carried out by Reference [19] who attempted to examine the role of two antecedents in the form of psychological capital and psychological climate for the development of authentic leadership with the unsupported results of the psychological climate antecedents emotionally. Thus, the purpose of this study was to make a model for authentic leadership antecedents involving organizational climate factors as a moderator. This purpose is consistent with the theory of authentic leadership where personal strength and psychological resources in the form of psychological capital are the sources of authentic leadership development [4]. This article will provide an exploration of the literature on how authentic leadership antecedents contribute to the understanding of leadership predictors which are still lacking through an exploration of the development of

personal power and the application of the influence of organizational context in the form of organizational climate. Explanation of the mechanism of the influence of organizational climate on the relationship of psychological capital to authentic leadership is important for organizations to be able to manage and control authentic mechanisms of leadership in organizations effectively.

2. LITERATURE REVIEW

2.1. *Psychological capital*

The psychological capital construct or psycap is the latest development of the economic concept of capital [20]. Capital in economic terms is a capital item which is a factor of production, and, in some formulations, this item may be an intangible factor such as management and organization. This intangible capital can be in the form of human capital or social capital [21]. Psycap is similar to this intangible capital and can provide competitive advantages for organizations [22].

Psycap refers to positive psychological statements that develop individuals. Psycap is a combination of motivational and behavioral tendencies from four components, namely optimism, hope, self-efficacy, and resiliency [21]. Psychological capital or psycap is a combination of state/statement development (statelike) of attitude and cognitive resources that have a positive effect on individual performance [23]. A set of positive psychological statements consists of self-efficacy, self-belief in success (optimism), willingness to commit to goals and accomplishments (hope) and the ability to keep trying and try to return from failures that occur (resiliency) [23]. The psycap positivity indicates a positive psychological state that contributes to a higher level of effectiveness and development in the organization [24]. Psycap is a positive state of development characterized by self-efficacy, hope, optimism, and tenacity [23]. The effect of the combination of the psycap component has taken into account the variance in the prediction of outcomes when, as a core construct compared to each component [23]. Psycap is best understood as a joint combination of optimism, tenacity, self-efficacy, and hope.

Optimism is a positive style that explains how an individual or group contributes to performance. Optimism occurs when individuals internalize positive events and externalize negative events to produce positive expectations regarding the outcome [22]. Optimism is a cognitive process that contains expectations of positive outcomes and attribution of causes from external, temporary, and specific interpretations of negative events and from internal, stable and global to positive events [22]. Optimistic individuals tend to show high work motivation, better performance, more job satisfaction, and higher morale and perseverance when facing difficulties. Resiliency is the ability of individuals or groups to turn back from bad situations or stresses that occur [4]. Resiliency is the strength to survive

and return to strive for success when faced with problems and failures [23]. Resiliency is a unique form compared to the other three components because it is reactive rather than proactive. Tenacity is a response to events, especially negative deterioration [25].

Self-efficacy is a positive belief or confidence in one's ability to do specific tasks [26]. Individuals with high self-efficacy can perceive themselves as having the ability to modify their environment so they are successful in the tasks assigned. Self-efficacy is consistently related to performance through several mechanisms, such as psycap. Hope has two characteristic elements, namely, will power and a series of pathways ([27]. The will power directs the individual to achieve the goal, and a series of action pathways complete the direction with psychological resources to get an alternative path in achieving the goal. A high level of expectation is associated with more action sets to accomplish goals

Research by Reference [16] places the psycap as positively correlated with authentic leadership. The empirical results of the research provide evidence that positive organizational behavior positively correlated with authentic leadership [16]. Psycap is a positive psychological factor which encourages people to recognize the power that is in themselves. Psycap applies when there is a change in the psychological paradigm, which is from a human approach with weaknesses into a human approach with all its strengths [4].

2.2. *Authentic Leadership*

The concept of authentic leadership is a construct that has been developed since 1990. Reference [28] has at least presented a list of notions of authentic leadership. The initial concept of authenticity in leadership emerged in the literature in the 1960s, which was described by Rome & Rome [28] as a function in an organizational hierarchy. Then the definition and operationalization of authentic leadership was proposed by Henderson & Hoy [28]. Both of these authors see authentic leadership as a collection of three components, namely agreement on personal and organizational responsibility for actions, outputs and errors that exist, the absence of manipulation to subordinates, and self-importance beyond what is required for a role. Leadership that is not authentic will involve several components with a low rank such as, being less responsible, manipulating subordinates, and highlighting the role of oneself.

One practitioner who contributed to the development of the concept of authentic leadership was Reference [29]. George defines authentic leadership as a natural ability that cannot be separated from the recognition of weaknesses. The process of continuous improvement by authentic leaders is considered by subordinates who follow it because of the consistency and discipline of their leaders. Reference [28] identifies Reference [29] as categorizing the five dimensions of authentic leadership

namely, pursuing passionate goals, practicing solid values, leading with the heart, carrying out long-term relationships, and showing self-discipline

The development of the concept of authentic leadership subsequently increased after the Gallup International Institute held a program of interdisciplinary symposium meetings on authentic leadership in 2004 and 2006. Among the researchers, Reference [3] provided the concept of authentic leadership development by involving positive organizational behavior. The dimensions of positive organizational behavior are part of the definition of authentic leadership, namely self-confidence, hope, optimism, and tenacity. Similar definitions were also developed by Reference [3]. The many researchers involved in the research program from GLI who developed authentic leadership constructs included Bruce Avolio, William Gardner, Fred Luthans, Doug May, and Fred Walumbwa and some of his colleagues. The result was an authentic leadership development model [30] based on the components of the authentic leadership concept [31]. The definition of authentic leadership culminates in the development of the definition by Reference [32]. This definition states that the four main components of authentic leadership are self-awareness, balanced processes, transparent relations, and internalizing moral perspectives, which are the components also proposed by Reference [33].

The first of the four components of authentic leadership described by Reference [32] is self-awareness. Self-awareness is related to the personal thoughts of the leader. This is a process through which an individual understands himself. Self-understanding includes a reflection on the core values, identity, emotions, motivation, and goals of a leader, and beginning to understand oneself at a deeper stage. In the opinion of Reference [31], this includes a sense of trust in one's feelings. When leaders know themselves and have a clear understanding of who they are and what they stand for, they will have a strong foundation in making decisions and taking action [30]. Leaders who have greater self-understanding are more authentic.

The second component is the moral perspective used or the process of self-regulation or internal regulation. In the process of self-regulation, individuals will use their internal moral standards and values to guide their behavior, and not let others or other factors influence them (such as pressure from the group or society). Self-regulation is the process by which authentic leaders align their values with their intentions and actions [2]. With the process of self-regulation, people have control over determining when others can influence them. The moral perspective used is therefore authentic if their self-action is consistent with their beliefs and morals [30].

The third component is balanced processing. This balance is part of self-regulating behavior. Balanced processing refers to an individual's ability to objectively

analyze information and study the opinions of others before making a decision. An authentic leader does not exaggerate, change, or ignore the information that has been collected [31], but instead gives balanced attention to positive and negative interpretations about themselves and their leadership style [30]. As such, it is an attempt to avoid discrimination against a particular problem and to try to remain unbiased. Balanced management includes how to learn the different points of view of people who disagree with a leader's self-idea and then consider their position before action is taken. Leaders with balanced self-processing will be seen as authentic leaders because they are open in terms of their perspectives and also objective in considering the perspectives of others. Reference [34] illustrates that balanced processing is at the heart of one's integrity and character, which has a major role in influencing the decisions taken and the action strategies that emerge.

Finally, the transparency component of the relationship. Relational transparency is an open and honest attitude in presenting oneself to others [34]. Such an attitude is self-regulation because individuals can control their transparency with others. Relational transparency occurs when individuals share precisely various core feelings, motivations, and tendencies with other people. This tendency includes events where individuals show to others positive and negative aspects that exist within themselves. Relational transparency is about how to communicate openly and as about others. It is also about openness to develop trust, joint support work, and other collaborations [30].

2.3. Social Cognitive Theory

The social cognitive theory is a theory based on three-party relations that influence one another (reciprocally), namely people, behavior, and the environment [35]. The social cognitive theory provides clear guidance on how to equip people with prominent competencies, self-regulation abilities, and self-efficacy. This condition is achieved when there are three relevant aspects of the social cognitive theory [35]. First is competency development through the modeling process. This process can take the form of modeling mastery guidelines, modeling, guidelines for the perfection of expertise, and transfer of programs. Second is strengthening people's beliefs about their abilities and perceptions of self-efficacy. The source of self-efficacy is through processes of mastering actions, understanding actions as if they themselves had experienced mastering them, social persuasion, and support in the form of psychological statements. The third is increasing self-motivation through the goal system. The social cognitive theory emphasizes the human capacity for self-guidance and self-motivation so that people can create guidelines and motivation for themselves to achieve future expectations [35].

The social cognitive theory also provides a conceptual framework for social structures that are connected to the organizational performance [36]. The connection happens because the theory of social cognition explains the function of reciprocal relations between the environment, behavior, and individuals so that harmony occurs between cognitive, self-regulation, experience, and self-reflection processes. The emphasis in this relationship can help self-guidance and individual self-motivation to achieve the expected goals.

The antecedent relationship in the form of psychop and authentic leadership can be explained through the social cognitive theory [35]. The social cognitive theory emphasizes the human capacity for self-regulation and self-motivation. People engage in self-guidance and self-motivation to achieve future expectations. Reference [34] states that the cognitive process is carried out by a leader to recognize self-capability. The leader will then form self-awareness and self-regulation to achieve the stated goals. Self-awareness makes it possible for individuals to achieve their life goals. Thus, the social cognitive theory provides clear guidance on how to equip people with prominent competencies, self-regulation abilities, and self-efficacy [35]

In the context of authentic leadership, the cognitive process is carried out by a leader to recognize self-capability. The leader forms self-awareness and self-regulation to achieve the goals set. Self-awareness makes leaders able to achieve their life goals and then become a supporter of continuous motivation for their priorities. In this case, an authentic leader will become aware of their weaknesses and strengths, the resources they have, and the context of their situation [2]. Cognitive processes occur in psychop, and leaders with high psychop perceive themselves as having the ability to act to modify their environment so that they are successful in the tasks assigned [16]. Based on the prerequisites of the psychop component and the mechanism of strengthening people's belief in their abilities—which are explained by the social cognitive theory—psychological capital becomes an antecedent of authentic leadership development.

Proposition 1: Psychological capital has a positive influence on the development of authentic leadership.

2.4. Organizational Climate

Context is an important part of leadership [37]. Contextual factors become the limits of interaction between a leader and his subordinates. Context becomes part of the obstacles or support for actions, behaviors, attitudes, and emotions in the relations between leadership and subordinates. Examples of organizational climate are organizational complexity (uncertainty, turbulence, high speed), organizational culture, and organizational climate. Studies on extrinsic rewards in a particular style of leadership show that it produces low creativity and this is evidence that contextual factors weaken the influence of one leadership style on subordinate creativity [38].

Early research on contextual factors in the form of organizational climate seems to perceive it as a moderator, especially at the level of individual relations [39]. Climate

is tested to prove whether it facilitates or hinders individuals from performing well. The idea is that, if the climate is in harmony with individual characteristics, the resulting performance will be better. The empirical example is the research of Reference [40]. They have empirical support for the idea that the service climate moderates customer-oriented employee relations and their actual behavior towards the customer — the high service climate moderates these relations so there are more significant relations. In the study of Reference [40], the main theme that emerged was that context or environment had a role at the level of individual characteristics and then influenced performance. When there is harmony or synergy between individuals and the environment, relationships between individuals and performance can be optimized [40].

Climate is generally defined as a set of attributes that are specific to a particular organization and is operationalized by the perceptions of individual members [41]. This definition includes the notion that climate influences the behavior of its members. Individuals perform well or—do not—based on the suitability of their perceptions (their characteristics) and relevant organizational attributes. This conjecture of conformity was then formulated by Reference [42] in person-organization fit, namely as a match between organizational norms and values and individual values. Organizational norms and organizational values are reflected in climate perceptions and individual values are functions of individual personality [41]. This assumption is supported by a functionalist approach [43]. The functionalist view is that the adaptation process is an explanation of the concept of the influence of organizational climate perceptions on behavior. The functionalist view explains that individuals need information from the environment so that they know the behaviors needed by the organization. This information will help them achieve balance with the environment in which they are located [43]. Thus, what happens internally within the organization will influence employee behavior in generating outcomes. This concept is the organizational climate [44].

Organizational climate refers to perceptions of organizational practices and shared procedures between members of an organization [43]. The organizational climate also indicates the institution's norm system that guides behavior [44]. According to Reference [44], organizational climate shows a picture of what happens to employees in the organization. For example, the climate for job security shows patterns of behavior that support job security. Each social environment will give a different dimension to the organizational climate. Reference [44] states that the dimensions of organizational climate will depend on the purpose of the study and the criteria needed. Empirical evidence shows that the perception of the climate is diverse with various outcomes at the individual, group, and organizational levels [45]. The study by Reference [41] supports the results that show that subordinates perform better in a structured organizational climate and support risk management.

Reference [28] believes that authentic leaders thrive in an open, supportive, empowering, and enabling organizational climate. Under these conditions, a leader will survive and

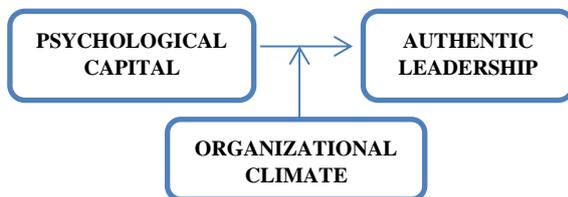
potentially change the organizational climate to be more authentic. The conditions reflect a leader's responsibility for the external boundaries of organizational success and the group's internal issues in the organization [28]. Leadership must have a standard assessment of the extent to which the organization achieves its objectives and its approach if the goals have not achieved.

Meanwhile, the leader is also responsible for internal communication, member selection systems, distribution of power and status, gifts and punishments, and norms of familiarity within the group. Both issues must be able to be managed by the leader so that the organization or group can survive

Based on the discussion above, it is thought that the organizational climate strengthens or weakens the influence of authentic leadership on performance. Although empirical evidence supporting the role of moderation in authentic leadership is still not widely available [28], conceptual frameworks [44] and empirical evidence in other areas of leadership research provide support for the purported influence of organizational climate moderation on relations authentic leadership and performance [45].

Proposition 2: The positive influence of psycap on authentic leadership development is moderated by organizational climate, so when the organizational climate is high, the influence of psycap on authentic leadership development on performance is greater than when the organizational climate is low.

Figure 1. Conceptual Model



3. DISCUSSION

Conceptually, psycap accompanied by self-efficacy influences authentic leadership because, with a cognitive process to recognize self capability [26], individuals form self-awareness and self-regulation to achieve set goals. Self-awareness enables individuals to achieve goals for their lives, which then support continuous motivation for their priorities. In this case, an authentic leader will become aware of their weaknesses and strengths, the resources they have, and the context of their situation [2]. The concept of authentic leadership, with dimensions of self-awareness and self-regulation, reflects the authenticity of a leader [3], [3], [28] and these two dimensions are generated by self-efficacy [46].

The context of leadership is important [37]. Leadership is limited by contextual factors in its interactions with

subordinates. The contextual factor, in this case, is the moderating mechanism of organizational climate. Reference [28] encourages the need to study the influence of organizational climate on authentic leadership. The organizational climate facilitates the development of authentic leadership, including other organizational contexts, such as type of organization, organizational structure, organizational culture, and organizational politics [3, 47].

The organizational climate, in general, is a model of organizational behavior in the form of perceptions of the work environment [48]. An organizational climate is defined as a shared perception of organizational policies, practices, and procedures [49]. Organizational climate refers to perceptions of organizational practices and joint procedures among members of the organization. The organizational climate also indicates the institution's norm system that guides behavior [43]. According to Reference [44], organizational climate shows a picture of what happens to employees in organizations. For example, the climate for job security shows patterns of behavior that support job security. Each social environment will give a different dimension to the organizational climate.

Authentic leadership is believed to develop in an open and supportive organizational climate. Such conditions enable a leader to survive and have the potential to adapt to the organizational climate. Furthermore, a leader is responsible for the limits of organizational success externally and the group's internal issues in the organization [28].

The mechanism of authentic leadership development can be conceptualized through the antecedent of psycap according to the perspective of social cognitive theory. Cognitive processes that occur encourage leaders to recognize self-capability [26]. Then, a leader is self-aware with reafrd to psychological capital and has self-regulation to achieve the goals set. Such a process is influenced by contextual factors such as organizational climate. A high organizational climate will strengthen the influence of self-awareness and self-regulation of leaders so that they become authentic leaders.

4. FUTURE RESEARCH IMPLICATION

This study describes practical implications for researchers and practitioners. Researchers who are interested in authentic leadership can conduct empirical studies in this area. Such studies will provide a new framework for the empirical and theoretical development of authentic leadership. In the world of management, the need to develop authentic leadership has become an important issue in response to the inability of the existing leadership style when crises occur in organizations. Authentic leadership helps the organization to function well again and to have a competitive advantage.

Furthermore, psycap is a potential variable for authentic leadership development. This study will help human resource practitioners not only to develop people to be more authentic and useful to the organization, but also to encourage living examples for their employees. The next

benefit is the optimum development of authentic leaders by taking into account environmental contextual factors such as organizational climate so that authentic leadership can develop at various levels of the organization. Therefore, this study also provides alternative directions for developing relevant, authentic leadership interventions.

5. CONCEPTUAL MODEL LIMITATIONS

Although we have tried to provide a strong model, it is still possible that other moderation or mediation factors in the relationship between psycap and authentic leadership have not been covered. For example, studies that reveal that gender needs to be included in the context of authentic leadership or other factors, as stated by [28]. This situation can occur because other factors can interfere with the process of developing authentic leadership. Thus, the conceptual model proposed may not be a comprehensive model. Future research could take into account factors not covered in this conceptual model to provide a more comprehensive understanding of the relationship between psycap and authentic leadership development.

6. CONCLUSION

The context in which a leadership style is applied influences the effectiveness of that style. Different context characteristics need to be researched to see how they affect the relationship between psycap and the development of authentic leadership in organizations (Gardner et al., 2011). This article presents an explanation of the organizational climate mechanism to strengthen or weaken the influence of psycap on leadership development through the perspective of social cognitive theory. This article offers a conceptual mechanism that can be the direction of future research which is aimed at developing authentic leadership itself.

The explanation of the mechanism of organizational climate moderation shows that this factor is important and has not yet been the subject of much empirical study. Research on the role of moderators can be carried out to show that a high organizational climate will encourage the development of authentic leadership that is stronger. Such a situation adds to the need for attention to be paid to the context of the organizational climate in the authentic leadership development mechanism.

This article explores the relationship between psycap and authentic leadership development by involving organizational climate. Two things discussed were personal factors such as psycap and contextual factors in the form of organizational climate which might act as moderators in the relation. Maintaining the relationship between these two factors can further enhance existing knowledge about authentic leadership and can help organizations to develop leadership training in a better way.

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