



“Black Box” between Authentic Leadership and Follower Commitment

Tri Heru¹, Diaz Haryokusumo²✉

Management Department, STIE YKPN School of Business, Yogyakarta, Indonesia

Info Article

History Article:
Received December 2017
Approved January 2018
Published March 2018

Keywords:

Authentic Leadership; Personal Identification; Social Identification; Trust; Organizational Commitment.

Abstract

The aims of present study was to test the theoretical linking model of authentic leadership with personal identification, social identification, trust to leader, and organizational commitment in higher education institution. The quantitative methodology used in this study incorporates cross-sectional survey method. Analysis was conducted on the sample of 150 academic and administrative staff from one of private business school in Yogyakarta special region. The direct effect between variables analyzed using path analysis and mediating mechanism using procedure from Baron and Kenny (1986) and Sobel test. Results reveal positive and significant direct effect of authentic leadership to personal identification, social identification, trust to leader and organizational commitment. Follower's personal identification mediate the effect of authentic leadership to follower's trust and commitment. Follower's trust to leader mediate the relationship between authentic leadership and follower's commitment. Meanwhile, social identification does not mediate the effect of authentic leadership to follower's commitment and trust to leader. Implication for management theory and practice are discussed.

“Kotak Hitam” antara Kepemimpinan Autentik dan Komitmen Bawahan

Abstrak

Penelitian ini bertujuan untuk menguji model hubungan teoritis dari kepemimpinan autentik yang melibatkan identifikasi personal, identifikasi sosial, kepercayaan pada pemimpin, dan komitmen organisasional dalam konteks organisasi pendidikan tinggi. Desain penelitian menggunakan pendekatan kuantitatif dengan metode survei cross-section. Analisis dilakukan terhadap 150 sampel dengan responden staf akademik dan administratif dari salah satu sekolah bisnis swasta di Daerah Istimewa Yogyakarta. Efek langsung antar variabel diuji menggunakan analisis jalur dan untuk menguji efek mediasi digunakan prosedur dari Baron dan Kenny (1986) serta tes Sobel. Hasil analisis menunjukkan pengaruh positif langsung dan signifikan antara kepemimpinan autentik dengan identifikasi personal, identifikasi sosial, kepercayaan pada pemimpin, dan komitmen organisasional. Identifikasi personal memediasi pengaruh kepemimpinan autentik terhadap komitmen dan kepercayaan bawahan pada pemimpin. Kepercayaan bawahan pada atasan memediasi hubungan antara kepemimpinan autentik dengan komitmen bawahan. Sementara identifikasi sosial tidak menunjukkan peran mediasi hubungan antara autentik leadership dengan komitmen dan kepercayaan bawahan pada atasan. Implikasi terhadap pengembangan teori manajemen dan ranah praktik bisnis didiskusikan kemudian.

JEL Classification: M3, M31

✉ Correspondence Address

Jl. Seturan Raya, Sleman, Yogyakarta
Email: diaz@stieykpn.ac.id

INTRODUCTION

Organizations are increasingly concerned about the moral aspects of economic, geo-political and technological developments (Clapp-Smith et al., 2009). Further, management scholars have responded to these calls by pursuing research in authentic leadership.

The concept of authentic leadership was developed on the basis of the attitudes and behaviors of leaders who positively influence their followers and the models that incorporated positive organizational behavior (Rego et al., 2016). Authentic leadership has been identified as a leadership model that influence the leader who exhibit multiple leadership style, and open up an unexplored area in leadership research (Clapp-Smith et al., 2009). Compare to other leadership style, authentic leaders act to capture positive self-development following the internalized moral values and thus tend to win strong trust of followers (Walumbwa et al., 2008).

Authentic leadership consist of four dimensions: 1) Self-awareness, defined as the extent to which leaders are aware of their strength, weakness, and motivation, as well as know very well how employees view their leaders; 2) Balanced processing, means asking others (subordinates) opinions to process information and make decisions; 3) Relational transparency refers to exposing oneself, such as expressing feelings and sharing thought and information; 4) Internalized moral perspective, shows that leader's behaviors are guided by moral standard, certain belief and internal values (Avolio et al., 2004; Luthans et al., 2005; Walumbwa et al., 2008).

Prior studies confirm the positive affect of authentic leadership to several positive work outcomes such as leader-member exchange (Wang et al., 2014), work engagement (Wong et al., 2010; Stander et al., 2015), helping behavior (Hirst et al., 2016), follower empowerment, and identification with supervisor (Walumbwa et al., 2010).

There is a gap in our knowledge of how leadership makes a difference; that is, we do not know the mechanism involved in influencing the most effective and sustainable outcomes (Wong et al., 2010). One of the main objectives of this study is to extend the development of authentic leadership theories, especially exploring the process by which authentic leadership can increase positive work behavior. The development of theory through empirical research is still needed to build a strong theoretical model. Moreover, through this hypothesis testing, we expected to provide support for the justification model that has been built previously.

Consistent with an authentic leadership model developed by Avolio et al. (2004), we involve personal identification and social identification as the key mechanisms. We look for the potential mediating effect from these variables in their roles in connecting authentic leaders and commitments (Hogg, 2001; Kark et al., 2003; Avolio et al., 2004). Shamir et al. (2000) states that the process of identification both individual and social is part of the self-concept. Furthermore, Individual's high degree of self-concept will be able to cultivate a motivational attitude and encourage a person to show positive attitude and behavior for himself and his group. Some studies point out the influence of authentic leadership on organizational commitment (Walumbwa et al., 2008). Individual's commitment to their organization has been considered a critical issue in management studies (Rego et al., 2016). It is well known that organizational commitment becomes an important and vocal variable to support employee performance.

Prior study suggest that leader perceived authentic by subordinates can raise trust (Walumbwa et al., 2011). In its relationship on leader trust, authentic leadership is described as the root component of effective leadership required to build trust (Avolio et al., 2004). Specifically, this model of leadership focuses on the positive role modeling of honesty, integrity and high ethical standards to build leader-follower

relationship (Wong et al., 2010). Accordingly, employees can carry out their duties faithfully through the leader's authentic leadership. This leads to employee's identification within the organization based on their trust in leaders, which is ultimately improving job performance (Lee et al., 2016).

Although there has been theoretical support for authentic leadership, so far there has been little empirical research to better understand the mechanism by which authentic leaders exert their influence on work attitudes (Wong et al., 2010), not to mention research of authentic leadership in higher education context. In this study, originality and expected contribution lays in several ways. First, this research bridges the gap between authentic leadership, trust to leader, and organizational commitment. Through testing the mediating mechanism, this research explores the mechanism on how authentic leadership can affect trust and organizational commitment.

Second, this study provides some empirical evidence to testify the predictive and nomological validity of this construct (Liu et al., 2015). The third contribution related to the research context. Literature review by Gardner et al. (2011) shows that the context of authentic leadership research is dominated by Western cultural backgrounds with more than 60 percent of research conducted in the United States and surrounding area. The present study provides the first test theoretical linking model in a higher education sample in Indonesia context. This research will add to our knowledge based on empirical evidence from different cultural contexts, caused by different cultural backgrounds. The people of South East Asia are more paternalistic in nature and require long term, fair, and trusted relationship with their leader and organization.

Finally, this study will provide empirical evidence on the role of follower's identification with their leader and social identification with organization in relation to forming a positive work attitude derived from authentic leadership (Hogg, 2001; Kark et al., 2003; Avolio et al., 2004).

Hypothesis Development

Authentic Leadership and Trust

Trust has been widely recognized as vocal variable in leadership study (Dirks & Ferrin, 2002; Stander, 2015). The widely accepted definition of trust is the willingness of a person or a particular person to be vulnerable to the other's attitude based on the expectation that the other side is acting with certain actions important to the truster, regardless of the ability to control such other party (Mayer et al., 1995).

Compare to other leadership style, authentic leaders act to capture positive self-development following the internalized moral values and thus tend to win strong trust of followers (Walumbwa et al., 2008; Leroy et al., 2015). Prior study suggest that leader perceived authentic by subordinates can raise trust (Walumbwa et al., 2011; Hsieh & Wang, 2015). When authentic leaders take an ethical approach to decision making and engage in balanced processing instead of making snap decision, followers may be more willing to place trust in the leader's future action because they can use past experience to predict future response (Clapp-Smith et al., 2009). Authentic leadership show their member personal consideration and respect, which enhancing trust (Avolio et al., 2004).

The social exchange theory that has been applied to the study of leader-member exchange can be used as a connecting theory between authentic leadership and trust. Employees treated fairly with leader's concern might have more reciprocity (Mayer et al., 2009). The theory of social exchange is trust-based relationships that the people involved in exchange will be mutually beneficial. Furthermore, it is used to confirm the relationship between superior's leadership and follower's trust beyond economic and transactional exchange between them (Lee et al., 2016). Leaders with positive psychological capabilities (i.e. authentic leaders) are trusted by members (Norman et al., 2010), and its a must that as a leader they must shows their consideration, because it is impossible to build trust without it (George & Sims, 2010). We have therefore formulated the following hypothesis:

H1: Authentic leadership positively affect individual's trust to leader.

Authentic Leadership and Organizational Commitment

Organizational commitment is an important concept in the organizational behavior (Dhar, 2015). Organizational commitment is described as a psychological state that shows employees' association with the organization and see the implications of employee decisions to stay or leave the organization (Allen & Meyer, 1990). While Wartini and Harjiyanti (2014) define organizational commitment as the process of employees to identify themselves with the rules, values and objectives of the organization.

Social exchange theory used to explore the relationship between authentic leadership and organizational commitment. The fundamental premise of the theory of social exchange is the sense of duty to reciprocate the favorable attitudes received in the future. This is because authentic leadership is characterized by being transparent, truthful, walk their talk accordance with their values, and maintain genuine relationship (Gardner et al., 2005; Walumbwa et al., 2008). Both parties, leader and subordinates, will know clearly others come with a high congruence of compatibility between the basis of trust and action.

Over time, subordinates realize that decisions that will or have been made by the leader has been through an open process and the results of the information gathering. When a psychological contract is established, a common understanding of the action plan and responsibilities of each party also arises. The conformity of expectations from each side will create a trust foundation that enhances existing relationships and commitment between superiors and leader (Gardner et al., 2005). This means that the higher the level of perceived authenticity, the more committed individuals are to achieve goals objectives (Kernis, 2003). We have therefore formulated the following hypothesis:

H2: Authentic leadership positively affect individual's organizational commitment.

Authentic Leadership and Mediating Mechanism Personal Identification and Social Identification as Mediating Variables

The importance of personal and social identification in the leadership process as well as the impact on follower behaviors showed by several prior studies (Kark et al., 2003; Wong et al., 2010). Perceptions of personal identification appear in when subordinates believe their leader to be a self-referential (Pratt, 1998). Moreover, personal identification refers to the process of the emergence of one's beliefs about another (leader) that their leader represents the subordinate's self or reflects themselves (Kark & Shamir, 2013).

The identification of employees with leaders is a relational subordinate relationship with their superiors, which differs from relational relations to social identity based on group membership and social identification processes (Kark et al., 2003; Wang & Rode, 2010). The identification of employees with their leaders typically portrays the process of personal identification in two different ways: first, subordinates perceive that they share the same values as superiors, and the second subordinates generate the desire to change their self-concept to be similar to the leader (Pratt, 1998). Leaders that perceived authentic by followers facilitate personal identification by connecting the self-concept of followers (Avolio et al., 2004). Authentic leaders rouse sense of personal identification, deeper sense of personal commitment and greater clarity about personal identity by setting personal example of high standards of integrity (Walumbwa et al., 2008).

The concept of social identity was introduced by Tajfel (1972), referring to the process of identifying a person to a group, being proud of group involvement, and feeling his membership towards a particular group is an important identity for him. Furthermore, social identity is the individual's key that he/she is part of a certain group, and emotionally tied and perceive his/her membership is very valuable.

Based on social identity theory, Ashforth and Mael (1989) define social identification as

belongingness to some human aggregate. This means that the higher the level of social identification a person has, the identification of his/her social group will be more prominent in his/her self-concept, assuming him/herself to have a fabric and destiny with the group, regard group success as personal success. A person with a high social identification will direct his/her behavior according to group norms, and dedicate him/herself to behave for the group's success (Shamir et al., 2000).

Followers' identification with their organization occurs when they feel pride in belonging to the group. Authentic leadership facilitates the emergence of this identity by expressing high value standards and honesty in their dealings with followers (Avolio et al., 2004). Employees who are willing to work hard, adopt change and take initiative when they personally identified themselves with the organization (Meyer et al., 2004). When followers value their leader's personality and spokesperson for overall organization, they indulge in the process of personal and social identification (Javaid, 2015). According to Avolio et al. (2004) the behavior of followers (organizational identification) impacts their organizational commitment as well (Javaid, 2015).

As already mentioned, authentic leadership influences personal identification, social identification and trust to leader. It can be assumed that authentic leadership directly and/or indirectly influences trust to leader with personal and social identification. Based on the evidence from prior research and literature review, we argue that personal and social identification mediates the effect of authentic leadership on trust and organizational commitment. Thus, we assert the following hypotheses on mediation:

- H3a: Personal identification mediates the positive relationship between authentic leadership and trust to leader.
- H3b: Social identification mediates the positive relationship between authentic leadership and trust to leader.
- H4a: Personal identification mediates the positive relationship between authentic leadership

and organizational commitment.

- H4b: Social identification mediates the positive relationship between authentic leadership and organizational commitment.

Trust to Leader as a Mediating Variable

Clapp-Smith et al. (2009) stated that the more followers perceived their leaders are being true to themselves and behaving in accordance with their deeply held beliefs, the more followers may take a risk by offering further dedication to organization. In addition, followers who perceive their leader as being authentic are theorized to experience both greater levels of trust as well as development of their own capacities for authenticity and engagement in their work (Gardner et al., 2005).

It is difficult to display leader's ability unless a leader gets member's trust even though a leader has professional capability. The members who trust their leader tend to tell them the truth about the organization. Otherwise, while they do not feel unfairly treated, it will decrease engagement (Morrison & Robinson, 1997). Notably, employees' trust in a leader is the main factor causing individual attitude and behavior. In addition, trust brings more positive job attitudes and behaviors (Dirks & Ferrin, 2002) such as organizational commitment.

There is limited empirical research evidence in linking authentic leadership and trust as a mediating effect (Avolio et al., 2004; Wong et al., 2010). Therefore, we suggest that authentic leadership will contribute to followers' trust to leader and in turn result in an increase of organizational commitment:

- H5: Trust to leader mediates the positive relationship between authentic leadership and organizational commitment.

Based on propositions from authentic leadership theory and review of the literature, we hypothesized that followers' perception of authentic leadership has a direct positive effect on their organizational commitment and indirectly through personal identification, social identification and trust to leader (Figure 1).

METHOD

Respondent drawn from one of the private university in Yogyakarta Special Region. We used purposive sampling method. Respondent must have a minimum of two years tenure in order to be included in the data analysis. Robinson et al. (1994) argued that perceived of employee's obligation to his or her organization dynamically changes within two years. Self-administered survey distributed to 150 respondents and 140 returned (93.3% response rate). We had to drop eleven questionnaires because did not meet the minimum required working period. All items were measured on Likert-type scales from 1 (strongly disagree) to 5 (strongly agree). Because all the scales were originally developed in English and intended for use in Bahasa, we did translation and back-translation method. Before distributed to respondents, translated questionnaire was consulted with an organizational behavioral expert.

Authentic Leadership was measured with nine-item adapted from The Authentic Leadership Questionnaire developed by Walumbwa et al. (2008) that explains four dimensions include (1) self-awareness, (2) rational transparency, (3) internalized moral perspective, and (4) balanced processing. Sample items include "My leader encourage everyone to speak their mind" and "My leader make difficult decision based on high standards of ethical conduct". The cronbach's α for this scale is 0.84.

Personal Identification was measured with four-item drawn from Identification with Leader Scale (Shamir et al., 1998). A sample item is "he represents values that are important to me". The cronbach's α for this scale is 0.82. To measure Social Identification, we used four-item scale drawn from Organizational Identification Scale (Mael & Ashforth, 1992). A sample item is "this school success is my success". The cronbach's α for this scale is 0.77.

Trust to Leader was measured by four-item adapted from The Trust In Management Scale (Mayer & Gavin, 2005). A sample item is "I have complete faith in the integrity of my

manager". The cronbach's α for this scale is 0.85. In measuring Organizational Commitment, a five-item based on Organizational Commitment Questionnaire developed by Mowday et al. (1979). Sample items include "I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful" and "I am proud to tell others that I am part of this organization". The cronbach's α for this scale is 0.79.

Corrected item-total correlation is used to test the validity, next step is calculate the cronbach alpha value as the reliability indicator for each variable. Item statement from the questionnaire will not be dropped if corrected item-total correlation value greater than 0.4 (Ladhari, 2010) and variables considered reliable if its cronbach alpha value greater than 0.6 (Hair et al., 2010). After performing the validity test, descriptive statistics, reliability estimates and Pearson's correlation are computed (Table 2) for all study variables. Path analysis was used to perform hypothesis testing. The four-step procedure from Baron and Kenny (1986) was also conducted to examine mediating effect in the model. Sobel test was applied to complement the mediating analysis test from previous procedure.

RESULT AND DISCUSSION

The profile of respondent is dominated by male (72.1%), with age above 45 years old (66.7%). Majority of education levels are high school graduates (51.9%) and 64.3% of respondent have more than 20 years tenure. Face validity method used by asking the behavioral science expert to check translated items from English to Bahasa. The results of validity test using corrected total-item correlation for four-item trust to leader, five-item organizational commitment, and four-item personal identification showed that all items are valid (> 0.4 as cut-off value) (Ladhari, 2010). For authentic leadership measurement, one item (AL5) was dropped because its value less than the cut-off, while for social identification variables, two item state-

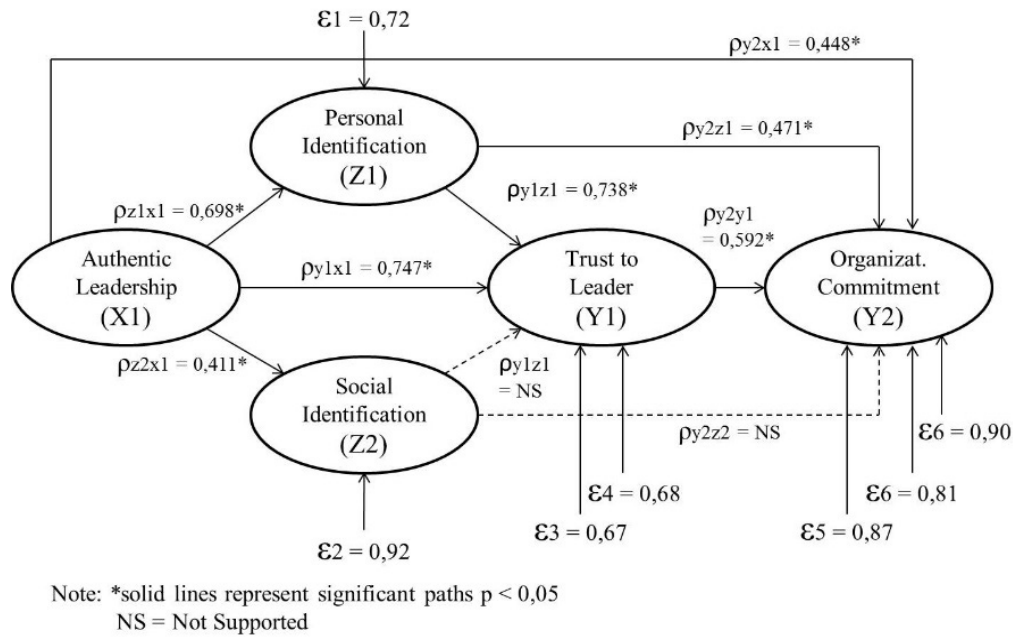


Figure 1. Result of Path Analysis

ments (SI3 & SI4) were dropped. Cronbach’s α score is used to checked the reliability of the measures (≥ 0.70). Table 1 (listed in the diagonal in parentheses) shows that the cronbach’s α score for each variable exceed the cut-off value 0.70. Thus, the items can be used for further analysis.

The means, standard deviations, and inter-correlation for the study variables are found in Table 1. The correlation between authentic leadership with others variables range from 0.747 to 0.411 (all $p < 0.01$). Respondent perceived their leader to be high score in authentic (M = 3.65). The organizational commitment

subscale was rated the highest (M = 4.05). One possibility that cause high score of organizational commitment is high respondents tenure (> 20 years). Overall, respondents have a high score for personal identification, social identification, and trust to leader (average score > 3).

The result of pearson correlation between variables in Table 1 do not indicate a multicollinearity problem. Correlation test results also indicate a significant correlation between independent and dependent variables in this study, so that the model test with structural equation modeling can be proceed.

Table 1. Means, Standard Deviations, and Correlation among Variables^a

Variables	Mean	s.d.	AL	PI	SI	TL	OC
1. Authentic Leadership (AL)	3.65	0.89	(0.84)				
2. Personal Identification (PI)	3.74	0.56	0.698*	(0.82)			
3. Social Identification (SI)	3.83	0.65	0.411*	0.575*	(0.77)		
4. Trust to Leader (TL)	3.39	0.71	0.747*	0.698*	0.421*	(0.85)	
5. Organizational Commitment (OC)	4.05	0.47	0.448*	0.502*	0.326*	0.592*	(0.79)

^aCronbach alpha coefficient are listed in the diagonal in parentheses; * $p \leq 0.01$ (2-tailed)

Table 2. Effect Estimates

Structural Path	Standardized Coefficient	Standard Error	<i>p</i>
Authentic Leadership → Personal Identification	0.698	0.082	0.000
Authentic Leadership → Social Identification	0.411	0.131	0.000
Authentic Leadership → Trust to Leader	0.747	0.069	0.000
Personal Identification → Trust to Leader	0.738	0.068	0.000
Social Identification → Trust to Leader	-0.003	0.055	0.098
Personal Identification → Commitment	0.471	0.064	0.000
Social Identification → Commitment	0.055	0.051	0.565
Trust to Leader → Commitment	0.592	0.053	0.000
Authentic Leadership → Commitment	0.448	0.068	0.000

Result of Hypothesis Testing and Effect Estimates

Only standardized effect of coefficient is discussed here (Figure 1 and Table 2). Authentic leadership had a significant positive direct effect on personal identification ($\beta = 0.698$; $p < 0.01$) and social identification ($\beta = 0.411$; $p < 0.01$). As hypothesized authentic leadership had a significant positive direct effect on trust to leader ($\beta = 0.747$; $p < 0.01$). Therefore, H1 is supported. From followers identification, only personal identification had a positive direct effect to trust to leader ($\beta = 0.738$; $p < 0.01$) but social identification had not significant direct effect to trust to leader.

In addition, there is no significant direct effect from social identification to organizational commitment, only personal identification had significant positive direct effect toward organizational commitment ($\beta = 0.471$; $p < 0.01$). As hypothesized, authentic leadership had significant positive direct effect on organizational commitment ($\beta = 0.448$; $p < 0.01$). Thus, H2 is supported. In addition, trust to leader also had significant positive direct effect on organizational commitment with regression coefficient $\beta = 0.592$ ($p < 0.01$).

Result of Mediating Analysis

In this study, we also examine mediating mechanism of authentic leadership proposed by Avolio et al. (2004). According to Avolio et

al. (2004) 'linking model, the relationship between authentic leadership and followers outcomes mediated by the degree of personal and social identification with the trust in the leader. In addition, this study also examines organizational commitment as work attitudes.

Causal four step approach was adopted to test mediating effect (Baron & Kenny, 1986). First, the relationship between authentic leadership to trust through personal identification was tested. The first step in the analysis here involved regressing authentic leadership to trust. The result presented in Table 2 shows a positive and significant affect ($\beta = 0.747$; $p < 0.01$). The second step in mediation analysis involve regressing authentic leadership to personal identification. Table 2 indicate positive and significant authentic leadership affect on personal identification ($\beta = 0.698$; $p < 0.01$).

The third step of the mediation analysis involve regressing personal identification to trust. Table 3 indicate positive and significant affect of personal identification on trust ($\beta = 0.738$; $p < 0.01$). In the final step of mediation analysis trust was regressed on authentic leadership and personal identification. As predicted, the result (Table 3 in step 4a) indicate that when personal identification was entered into the equation, the standardized beta coefficient of the relationship between authentic leadership and trust to leader remained significant but its value reduced ($\beta = 0.46$; $p < 0.05$). At the

same time the effect of personal identification on trust to leader remained significant. It confirms the partial mediation effect of personal identification on the authentic leadership and trust. Therefore, H3a is supported.

Complementing the causal step approach, the Sobel test was conducted to determine the significance of the indirect effect of authentic leadership on trust through personal identification (Table 4). Calculation result with Sobel test confirm the mediating effect of personal identification (Z-value = 4.70; $p < 0.001$) in relationship between authentic leadership and trust to leader. Furthermore, the values of the

Aroian test and Goodman test (Table 5) also provide the same result. Therefore, indirect effect of authentic leadership on trust through personal identification was confirmed.

We conducted identical step from mediating analysis before to test the relationship of authentic leadership to organizational commitment through personal identification. Jumped to final step of mediation analysis (Table 3 step 4b), organizational commitment was regressed on personal identification and authentic leadership. As predicted, the result indicates that when personal identification was entered into the equation, the positive effect of authentic

Table 3. Regression Analysis for the Mediated Effect

Step	Independent Variable	Dependent Variable	Adj. R ²	Standardized Beta
Mediated Effect of Personal Identification 1 (AL – PI – TL)				
1a	Authentic Leadership	Trust to Leader	0.55	0.75*
2a	Authentic Leadership	Personal Identification	0.48	0.70*
3a	Personal Identification	Trust to Leader	0.54	0.74*
4a	Authentic Leadership + Personal Identification	Trust to Leader	0.64	0.46* (AL) 0.42* (PI)
Mediated Effect of Personal Identification 2 (AL – PI – OC)				
1b	Authentic Leadership	Organizational Commit.	0.19	0.45*
2b	Authentic Leadership	Personal Identification	0.48	0.70*
3b	Personal Identification	Organizational Commit.	0.25	0.47*
4b	Authentic Leadership + Personal Identification	Organizational Commit.	0.26	0.19 (AL) 0.37* (PI)
Mediated Effect of Trust to Leader 1 (PI – TL – OC)				
1c	Personal Identification	Organizational Commit.	0.25	0.50*
2c	Personal Identification	Trust to Leader	0.54	0.74*
3c	Trust to Leader	Organizational Commit.	0.35	0.59*
4c	Personal Identification + Trust to Leader	Organizational Commit.	0.35	0.15 (PI) 0.49* (TL)
Mediated Effect of Trust to Leader 2 (AL – TL – OC)				
1d	Authentic Leadership	Organizational Commit.	0.19	0.45*
2d	Authentic Leadership	Trust to Leader	0.55	0.75*
3d	Trust to Leader	Organizational Commit.	0.35	0.59*
4d	Authentic Leadership + Trust to Leader	Organizational Commit.	0.34	0.01 (AL) 0.58* (TL)

Note: * $p < 0.05$; AL: Authentic Leadership, PI: Personal Identification, TL: Trust to Leader, OC: Organizational Commitment

leadership to organizational commitment is no longer significant ($\beta = 0.19$; $p > 0.05$). At the same time the effect of personal identification on organizational commitment remained significant. Therefore, it confirms that personal identification fully mediated the effect of authentic leadership on organizational commitment. The result of Sobel test confirm the mediating effect of personal identification (Z -value = 5.57; $p < 0.001$) and also the two other tests show the same result (Table 7). Therefore, hypothesis 4a is supported.

A similar four-step mediation analysis was applied to test the relationship of authentic leadership to organizational commitment through trust to leader. At the final step of mediation analysis (Table 3 step 4d) organizational commitment was regressed on authentic leadership and trust to leader. The result (Table 4 step 4d) showed that when trust to leader was entered into the equation, the positive effect of authentic leadership to organizational commitment is no longer significant ($\beta = 0.01$; $p > 0.05$). At the same time the effect of trust to leader on organizational commitment remained significant ($\beta = 0.58$; $p < 0.05$). Therefore, it confirms that trust to leader fully mediated the effect of authentic leadership on organizational commitment. The result of Sobel test also confirms the result (Z -value = 7.77; $p < 0.001$) and also the two other tests show the same result (Table 6). Therefore, hypothesis 5 is supported.

There are actually other authentic leadership mediation hypotheses that involve social identification. We did not conduct further analysis because the basic assumption of mediation analysis based on Baron and Kenny (1986) is not met. As shown in Figure 1, social identification has no significant direct effect on both trust to leader and organizational commitment (Table 2). Thus, automatically H3b and H4b that state social identification has a mediating role in authentic leadership model is rejected.

Although we have not previously stated in hypothetical form, we also examine the possibility of mediating role comes from trust to leader in relationship between personal identification

and organizational commitment. We also conducted identical step from mediating analysis before jump to final step of mediation analysis (Table 4 step 4c) organizational commitment was regressed on personal identification and trust to leader. As predicted, the result (Table 4 step 4c) indicate that when trust to leader was entered into the equation, the positive effect of personal identification to organizational commitment is no longer significant ($\beta = 0.15$; $p > 0.05$). At the same time the effect of trust to leader on organizational commitment remained significant. Therefore, it confirms that trust to leader fully mediated the effect of personal identification on organizational commitment. The result of Sobel test confirms the mediating effect of trust to leader (Z -value = 7.78; $p < 0.01$) and also the two other tests show the same result (Table 5).

As stated in previous analysis of H1, this study found the positive and significant direct effect of directly and indirectly (through personal identification) affect trust to leader. This finding is similar with study from Wong et al. (2010) and Clapp-Smith et al. (2009). When followers perceive that their leaders are authentic, they also will believe they can trust those leaders. These findings are in line with Wong et al. (2010). Further, increased trust was positive and significantly related to organizational commitment. In this study, we confirmed positive and direct effect of authentic leadership to organizational commitment on H2. This finding consistent with Walumbwa et al. (2008) and Rego et al. (2016).

Support for H5 provides additional empirical test of the relationship between authentic leadership on both trust to leader (H1) and organizational commitment (H2). Authentic leadership directly and indirectly affect trust to leader and organizational commitment. It confirmed that trust to leader actively mediating the relationship between authentic leadership to organizational commitment. Trust has been suggested as a mediator to performance for many leadership theory (Clapp-Smith et al., 2009).

As hypothesized, H3a and H4a show that personal identification mediated the relationship between authentic leadership and its outcomes. This finding is in line with prior studies, shows that personal identification has a role as mediating variable between authentic leadership and employees attitudes (Wong et al., 2010; Liu et al., 2015). Contrary to what we hypothesized and proposition by Avolio et al. (2004), follower's social identification with their organization does not indicate its role as mediator for the relationship between authentic leadership to organizational commitment and trust to leader (H3b and H4b rejected).

The direct effect of social identification to trust and commitment was not found. These findings is similar to Kark et al. (2003) and Wong et al. (2010) in case of transformational leadership to social identification. Some alternative explanations may be the cause of it.

Social identification means the extent to which individuals feels sense of belonging and identifies themselves with their work group. According to the theory of social exchange, the golden rule that makes the employee feel obliged to reciprocate favorable attitudes towards them into trust and commitment sourced from leaders who represent the organization.

Table 4. Sobel, Aroian, and Goodman Test Statistics for Mediation Testing - Authentic Leadership to Trust through Personal Identification

Test	Test Statistic	Std. Error	p-value
Sobel Test	4.70	0.11	0.00
Aroian Test	4.68	0.11	0.00
Goodman Test	4.72	0.11	0.00

Table 5. Sobel, Aroian, and Goodman Test Statistics for Mediation Testing - Personal Identification to Organizational Commitment through Trust to Leader

Test	Test Statistic	Std. Error	p-value
Sobel Test	7.78	0.06	0.00
Aroian Test	7.77	0.06	0.00
Goodman Test	7.80	0.06	0.00

Table 6. Sobel, Aroian, and Goodman Test Statistics for Mediation Testing - Authentic Leadership to Organizational Commitment through Trust to Leader

Test	Test Statistic	Std. Error	p-value
Sobel Test	7.77	0.06	0.00
Aroian Test	7.76	0.06	0.00
Goodman Test	7.79	0.06	0.00

Table 7. Sobel, Aroian, and Goodman Test Statistics for Mediation Testing - Authentic Leadership to Organizational Commitment through Personal Identification

Test	Test Statistic	Std. Error	p-value
Sobel Test	5.57	0.06	0.00
Aroian Test	5.55	0.06	0.00
Goodman Test	5.59	0.06	0.00

We suspect that the absence of the influence from social identification to organizational commitment and trust caused by the role of social identification is bigger in social life of the respondent with the working group. Organizational commitment and trust in leaders place a leader as represent of organization as the object or target of employee commitment and trust. Social identification variables are thought to have no direct effect because the source of social identification is not directly related to the organization, such as co-workers, working atmosphere, or emotions related to the company's external environment.

CONCLUSION AND RECOMMENDATION

The main objective of this study is to investigate the effect of authentic leadership on several important variables by proposing a theoretical linking model from Avolio et al. (2004) includes personal identification, social identification, trust to leader, and organizational commitment in a higher education staff. Majority of our findings support the theoretical framework build by Avolio et al. (2004). Personal identification and trust to leader connect authentic leadership to its consequences. We found that the authentic leadership affect employee to identify with him/her self could emerge trust and commitment. With increasing challenge for higher education institution to enhance competitive advantage and address global challenge and also of course the rapid dynamic change of business world, authentic leadership can be great alternative to provide positive direction for higher education and best leadership practices to optimize and continuously improve the quality and its outcomes.

These findings suggest a number of practical implications for managers. In order to promote and enhance follower's commitment and trust, leaders can apply the advantages of authentic leadership by applying their four dimensions, which is sharing information, being open and truthful to staff, ask for feedback from the staff, and actively involving staff to decision ma-

king while point out the importance of ethical standard in these processes. Leaders also actively set an example for followers, expressing true feelings, and genuinely build leader-follower good relation. Even though this research has theoretical contributions and practical implications, there are some limitations to this study.

First of all, we gathered the respondent from employees working in one of higher education in Yogyakarta special region, and this requires caution for interpreting the findings of the study. It is recommended for further studies to test the model in several regions to generalize the findings better.

Second, this study is about leader of higher education institution, big possibilities there may be different results from the study on leaders in various type of organization. Further research should examine leadership in several types of organization or industries to better capture the phenomena.

Third, we do not distinguish respondents into specific categories. While responses to organizational commitment and trust may differ for employees of a particular background (i.e. responses may differ between educators such as lecturers and non-academic employees, based on position or hierarchy, upper level employees and lower level employees have different response). Future research may be required for multi-group analyses to investigate the differences among employee groups.

REFERENCES

- Allen, N. J & Meyer, J. P. 1990. The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *Journal of Occupational Psychology*. 63 (1): 1-18.
- Ashforth, B. E & Mael, F. 1989. Social Identity Theory and the Organization. *Academy of Management Review*. 14 (1): 20-39.
- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F & May, D. R. 2004. Unlocking the Mask: a Look at the Process by Which Authentic Leaders Impact Follower Attitudes and Behaviors. *Leadership Quarterly*. 15 (6): 801-823.

- Baron, R. M & Kenny, D. A. 1986. The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*. 51 (6): 1173-1182.
- Clapp-Smith, R., Vogelgesang, G. R & Avey, J. B. 2009. Authentic Leadership and Positive Psychological Capital the Mediating Role of Trust at the Group Level of Analysis. *Journal of Leadership & Organizational Studies*. 15 (3): 227-240.
- Dhar, R. L. 2015. Service Quality and the Training of Employees: the Mediating Role of Organizational Commitment. *Tourism Management*. 46: 419-430.
- Dirks, K. T & Ferrin, D. L. 2002. Trust in Leadership: Meta-Analytic Findings and Implications for Research and Practice. *Journal of Applied Psychology*. 87 (4): 611-628.
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R & Walumbwa, F. 2005. "Can You See the Real Me?" A Self-Based Model of Authentic Leader and Follower Development. *Leadership Quarterly*. 16 (3): 343-372.
- Gardner, W. L., Cogliser, C. C., Davis, K. M & Dickens, M. P. 2011. Authentic Leadership: A Review of the Literature and Research Agenda. *Leadership Quarterly*. 22 (6): 1120-1145.
- George, B & Sims, P. 2010. *True North: Discover Your Authentic Leadership*. New Jersey: John Wiley & Sons.
- Hair, J. F., Black, W. C., Babin, B. J & Anderson, R. E. 2010. *Multivariate Data Analysis*. Vectors.
- Hirst, G., Walumbwa, F., Aryee, S., Butarbutar, I & Chen, C. J. H. 2016. A Multi-level Investigation of Authentic Leadership as an Antecedent of Helping Behavior. *Journal of Business Ethics*. 139 (3): 485-499.
- Hogg, M. A. 2001. A Social Identity Theory of Leadership. *Personality & Social Psychology Review*. 5 (3): 184-200.
- Hsieh, C. C & Wang, D. S. 2015. Does Supervisor-perceived Authentic Leadership Influence Employee Work Engagement through Employee-perceived Authentic Leadership and Employee Trust?. *The International Journal of Human Resource Management*. 26 (18): 2329-2348.
- Javaid, M. F. 2015. Authentic Leadership Affects Employee's Attitudes (Affective Commitment) through the Mediation Role of Personal Identification and Organizational Identification. *International Journal of Academic Research in Business and Social Sciences*. 5 (12): 215-231.
- Kark, R & Shamir, B. 2013. The Dual Effect of Transformational Leadership: Priming Relational and Collective Selves and Further Effects on Followers. In *Transformational and Charismatic Leadership: the Road Ahead*. Emerald Group Publishing Limited. 77-101.
- Kark, R., Shamir, B & Chen, G. 2003. The Two Faces of Transformational Leadership: Empowerment and Dependency. *Journal of Applied Psychology*. 88 (2): 246-255.
- Kernis, M. 2003. Toward a Conceptualisation of Optimal Self-Esteem. *Psychological Inquiry*. 14 (1): 1-26.
- Ladhari, R. 2010. Developing e-Service Quality Scales: a Literature Review. *Journal of Retailing and Consumer Services*. 17 (6): 464-477.
- Lee, S. M., Lim, K. J., Swanson, E., Park, D. H & Lee, Y. K. 2016. Authentic Leadership and its Consequences in a Hotel Restaurant Context. *Global Business and Finance Review*. 21 (2): 1-19.
- Leroy, H., Anseel, F., Gardner, W. L & Sels, L. 2015. Authentic Leadership, Authentic Followership, Basic Need Satisfaction and Work Role Performance: a Cross-level Study. *Journal of Management*. 41 (6): 1677-1697.
- Liu, S. M, Liao, J. Q & Wei, H. 2015. Authentic Leadership and Whistleblowing: Mediating Roles of Psychological Safety and Personal Identification. *Journal of Business Ethics*. 131 (1): 107-119.
- Luthans, F., Avolio, B. J., Walumbwa, F. O & Li, W. 2005. The Psychological Capital of Chinese Workers: Exploring the Relationship with Performance. *Management and Organization Review*. 1 (2): 249-271.
- Mael, F & Ashforth, B. E. 1992. Alumni and their Alma Mater: a Partial Test of the Reformulated Model of Organizational Identification. *Journal of Organizational Behavior*. 13 (2): 103-123.
- Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M & Salvador, R. B. 2009. How Low does Ethical Leadership Flow? Test of a Trickle-Down Model. *Organizational Behavior and Human Decision Processes*. 108 (1): 1-13.

- Mayer, R. C., Davis, J. H & Schoorman, F. D. 1995. An Integrative Model of Organizational Trust. *Academy of Management Review*. 20 (3): 709-734.
- Mayer, R. C & Gavin, M. B. 2005. Trust in Management and Performance: Who Minds the Shop while the Employees Watch the Boss? *Academy of Management Journal*. 48 (5): 874-888.
- Meyer, J. P., Becker, T. E & Vandenberghe, C. 2004. Employee Commitment and Motivation: a Conceptual Analysis and Integrative Model. *Journal of Applied Psychology*. 89 (6): 991-1007.
- Morrison, E. W & Robinson, S. L. 1997. When Employees Feel Betrayed: a Model of How Psychological Contract Violation Develops. *Academy of Management Review*. 22 (1): 226-256.
- Mowday, R. T., Steers, R. M & Porter, L. W. 1979. The Measurement of Organizational Commitment. *Journal of Vocational Behavior*. 14 (2): 224-247.
- Norman, S. M., Avolio, B. J & Luthans, F. 2010. The Impact of Positivity and Transparency on Trust in Leaders and their Perceived Effectiveness. *Leadership Quarterly*. 21 (3): 350-364.
- Pratt, M. G. 1998. To Be or Not to Be?: Central Questions in Organizational Identification. In *Identity in Organizations: Building Theory Through Conversations*. SAGE Publications. 171-209.
- Rego, P., Lopes, M. P., Nascimento, J. L & Nascimento, J. L. 2016. Authentic Leadership and Organizational Commitment: the Mediating Role of Positive Psychological Capital. *Journal of Industrial Engineering and Management*. 9 (1): 129-151.
- Robinson, S. L., Kraatz, M. S & Rousseau, D. M. 1994. Changing Obligations and the Psychological Contract: a Longitudinal Study. *Academy of Management Journal*. 37 (1): 137-152.
- Shamir, B., Zakay, E., Brainin, E & Popper, M. 2000. Leadership and Social Identification in Military Units: Direct and Indirect Relationships. *Journal of Applied Social Psychology*. 30 (3): 612-640.
- Shamir, B., Zakay, E., Breinin, E & Popper, M. 1998. Correlates of Charismatic Leader Behavior in Military Units: Subordinates' Attitudes, Unit Characteristics, and Superiors' Appraisals of Leader Performance. *Academy of Management Journal*. 41 (4): 387-409.
- Stander, F. W., De Beer, L. T & Stander, M. W. 2015. Authentic Leadership as a Source of Optimism, Trust in the Organisation and Work Engagement in the Public Health Care Sector. *SA Journal of Human Resource Management*. 13 (1): 1-12.
- Tajfel, H. 1972. Some Developments in European Social Psychology. *European Journal of Social Psychology*. 2 (3): 307-321.
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S & Peterson, S. J. 2008. Authentic Leadership: Development and Validation of a Theory-Based Measure. *Journal of Management*. 34 (1): 89-126.
- Walumbwa, F. O., Luthans, F., Avey, J. B & Oke, A. 2011. Authentically Leading Groups: the Mediating Role of Collective Psychological Capital and Trust. *Journal of Organizational Behavior*. 32 (1): 4-24.
- Walumbwa, F. O., Wang, P., Wang, H., Schaubroeck, J & Avolio, B. J. 2010. Psychological Processes Linking Authentic Leadership to Follower Behaviors. *Leadership Quarterly*. 21 (5): 901-914.
- Wang, H., Sui, Y., Luthans, F., Wang, D & Wu, Y. 2014. Impact of Authentic Leadership on Performance: Role of Followers' Positive Psychological Capital and Relational Processes. *Journal of Organizational Behavior*. 35 (1): 5-21.
- Wang, P & Rode, J. C. 2010. Transformational Leadership and Follower Creativity: the Moderating Effects of Identification with Leader and Organizational Climate. *Human Relations*. 63 (8): 1105-1128.
- Wartini, S & Harjiyanti, W. 2014. Organizational Commitment as the Black Box to Connect the Islamic Work Ethics and Employees Behavior toward Organizational Change. *Jurnal Dinamika Manajemen*. 5 (2): 228-240.
- Wong, C. A., Spence Laschinger, H. K & Cummings, G. G. 2010. Authentic Leadership and Nurses' Voice Behaviour and Perceptions of Care Quality. *Journal of Nursing Management*. 18 (8): 889-900.