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The Influence Of Authentic Leadership And Work Engagement Over Innovative Work Behavior

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Authentic leaders are greatly aware how to think and behave to be considered by others as being aware of themselves and aware of others' in perspective values. Those who have authentic values have great moral strength are aware of the situation they face, are confident, optimistic, resilient, and have a high moral character. The purpose of this study to analyze the influence of authentic leadership and work engagement on innovative work behaviour. This research was conducted at PT. Eka Graphic Bali with a total sample of 96 employees. The collected data were afterwards analyzed using the multiple linear regression. The results of the study revealed that authentic leadership and work engagement are able to improve innovative work behaviour. The findings of this study also indicated that work engagement has a stronger influence than authentic leadership on innovative work behaviour.

Keywords: Authentic Leadership, Work Engagement, Innovative Work Behavior

1. INTRODUCTION

Leadership is a process in which an individual influence a group of people to achieve their common goals [1]. Here, leadership is the process of motivating a group of people to collaborate to achieve something great. The term authentic leadership itself is derived from the development of positive organizational behavior and positive organizational context, which focuses on psychological strengths and capacities that can be measured, developed and managed effectively in workplaces [3]. Thus, the word authentic can be defined as being true to who have key component of authentic leadership. In addition to being true to the real self, authentic is also when individuals are open to others, behave honestly and do what is right for the organization [4]. Behaving as their true self in front of their family and their closest friends may be things that people can do without any pretense, but at work people need to adjust between their true self and the role they should play in the organization. Leadership plays an important role in maintaining the creative and innovative behavior of organizations [5]. The values of authentic leadership are factors that can stimulate employees' innovative work behavior. Leaders can lead and stimulate employees' innovative work behavior in various ways, such as encourage them to take risks, fostering superior

innovation and encourage them to be proactive. When employees feel comfortable, they will be more confident in finishing difficult tasks, feel less tormented by the task and more able to improve their innovative abilities [6]. Authentic leadership focuses on the leadership behaviors that are transparent, ethical, and results in the smooth transmission of information and inputs needed for decision making [7]. Leadership values have been proven to be capable by improving the innovative work behavior of subordinates [8]. Here, the leaders can share risks with their employees, but they must be consistent in implementing their principles, ethics and values. Leaders can show their enthusiasm and optimism to achieve the organizational goals which will motivate and convince the employees that the organization will improve and create better conditions for the employees. This situation can encourage employees to increase their engagement in every innovative activity of the organization [9]. Authentic leadership style is a leadership behavior pattern that stimulate the psychological capacities of employees through the development of self-awareness, internalized moral perspectives, and relationship transparency between leaders and employees, which ultimately leads to the positive self-development of every employee [10]. The significant relationship between authentic leadership and innovation [11]. Here, a significant relationship between authentic leadership and innovative behavior

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[12]. The work engagement has a significant influence on innovative work behavior [13]. Thus, work engagement has a significant role in improving employees' innovative work behavior [14]. This study has an aim to analyze the influence of authentic leadership and work attachment on innovative work behavior.

2. METHODOLOGY

Authentic leadership is the trait of a charismatic leader which places greater emphasis on the articulation and modeling of moral values [15]. The distance in the relationship between the leaders and their subordinates has a great impact on the subordinates, which is largely due to the difference in information they have regarding their leaders. The interaction between leaders and subordinates may have an influence on the employees' perceptions of their leader. The core characteristic of authentic leaders is to build a transparent relationship with their subordinates. By transparently expressing their weaknesses and limitations to their subordinates, it will be easier for leaders to closely and frequently interact with their subordinates [15]. Innovative work behavior can be seen as the motivational and cognitive process of an individual employee or a group of employees, which is expressed in innovative activities. Employees must be able to perform tasks beyond the routines that have been established for the team, group or organization. They can explore new technologies, suggest new ways to achieve goals, apply new working methods, and investigate resources to implement new ideas [16].

There are certain leadership styles that can inspire and stimulate employees' innovative work behavior. Employees who work in the Human Resources Department of MTN, Vodafone and Millicom (Tigo) Ghana found that authentic leadership has a positive and significant influence on innovative work behavior [17]. Here, the employee around 350 staffs of an Academic University in Pakistan also found that authentic leadership has a positive and significant influence on the innovative work behavior of these employees [18]. Furthermore, around 300 employees in the engineering and heavy car industry in India and found that authentic leadership has a significant influence on innovative work behavior [19]. The employees of the 11 largest civilian R&D institutions in India and found that authentic leadership has a significant influence on innovative work behavior [20]. This study is revealed that authentic leadership has a positive and significant influence on the innovative work behavior displayed by 63 team leaders and 428 subordinates in Taiwan [21].

Employees with a higher degree of innovative work behavior tend to be more attached to the organization. In Vietnamese university academics and leaders revealed that work engagement has a significant influence on innovative work behavior [22].

Thus, research on the formal and informal networks of small organizations which employ 10 to 50 people in Poland, Spain and the Netherlands, it was found that work attachment has a positive and significant influence on innovative work behavior [23]. The further emphasized that work engagement has a positive and significant influence on the innovative work behavior in a health organization with more than 500 employees [24]. Here, employees working in the hotel industry in Taiwan, and found that work engagement has a significant influence on innovative work behavior [25]. It was correlated by a study on 246 respondents from various project-based NGOs in Islamabad and Rawalpindi and found that work engagement has a significant influence on innovative work behavior [26]. Thus, the hypotheses in this study are as follows:

H₁: *Authentic leadership has a significant influence on innovative work behavior*

H₂: *Work engagement has a significant influence on innovative work behavior*

This research was conducted at PT. Eka Graphic Bali with a population of 125 employees. The sample was determined using the simple random sampling technique. The calculation results recommended the total sample to be 96 employees. Quantitative and qualitative data, both from primary and secondary sources, were collected by conducting interviews and distributing questionnaires. The questionnaire included a number of question items related to the authentic leadership variable while the work engagement variable related to the innovative work behavior variable which were adopted from another research [27, 28, 29]. Before all the data were collected, research instruments were tested using 30 samples. The results of the data quality test showed that the product moment correlation value is ≥ 0.30 and the value of Cronbach alpha is ≥ 0.30 . Thus, the research instrument can be deemed as valid and reliable [30]. Afterwards, the collected data were analyzed using the descriptive analysis and the inferential multiple regression analysis. The profiles of research respondents are showed in Table I.

Table I. Characteristics of Respondents

	Variable	Classification	Total People	Percentage
1	Age (in years)	18-23	42	43,8%
		24-30	32	33,3%
		31-40	17	17,7%
		≥ 41	5	5,2%
		Total	96	100 %
2	Gender	Male	64	67 %
		Female	32	33 %
		Total	96	100 %

3	Last Education	Elementary School	4	4,2%
		Junior High School	17	17,8%
		High School	69	71,8%
		Associate Degree	5	5,2%
		Undergraduate Degree (S1)	1	1%
Total		96	100 %	
4	Month of Work	1-60	67	69,8%
		61-110	16	16,7%
		≥ 111	13	13,5%
Total		96	100 %	

3. RESULTS AND DISCUSSION

The results of the hypothesis test using the regression analysis is shown in Table II.

Table II. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std.Error	Beta		
1	(Constant)	0,288	0,306	-	0,941	0,349
	Authentic Leadership	0,349	0,086	0,364	4,044	0,000
	Work Engagement	0,512	0,098	0,470	5,222	0,000

Based on the regression analysis results, the regression equation is as follows:

$$Y = 0,288 + 0,364 X1 + 0,470 X2 \quad (1)$$

The classical assumption test is conducted to determine whether the model developed is valid. The classical assumption test includes the normality test, heteroscedasticity test and autocorrelation test. The classical assumption test aims to examine whether the regression model is able to show a significant and representative relationship. The normality test is conducted to examine whether the authentic leadership (X1), work engagement (X2), and the Innovative Work Behavior (Y) variables are normally distributed. The normality test was conducted using the Kolmogorov-Smirnov test. The data is concluded to be normally distributed if the significance value of the residual is > 0.05. The result of the normality test is presented in Table III.

Table III. Normality Test

N	Z	Asymp, Sig
96	0,876	0,427

The normality test result shows a Kolmogorov-Smirnov value of 0.876 and a significance level of 0.427. If the significance value is < 0.05, the distribution of the residual

data is not normal, whereas if the significance value is > 0.05, the residual data is deemed to be normally distributed. The results showed that the significance value is 0.427 > 0.05. The significance value being greatly larger indicates that the residual data is normally distributed. The heteroscedasticity in this study is examined using the Glejser test. If the significance level of each independent variable is > 0.05, it can be concluded that there is no heteroscedasticity indication. The heteroscedasticity test aims to determine whether there is an inequality of variance in the observations (see Table IV).

Table IV. Heteroscedasticity Test

Variable	Sig.
Authentic Leadership	0,305
Work Engagement	0,967

Table IV. shows that the overall significance value of the independent variables is greater than 0.05, thus the research model is free from any heteroscedasticity indication. The autocorrelation test aims to test the correlation between the samples in the regression model, to determine whether the independent variables are able to be a predictor of the dependent variable. Table V shows the autocorrelation test is conducted by using the Durbin-Watson test (DW-Test) with an acceptance criterion of $du < dw < (4 - du)$.

Table V. Autocorrelation Test

DW (Durbin-Watson)	Description
1,9	$du < d < 4-du$

The autocorrelation test result shows that the DW (Durbin-Watson) value is 1.9. With a significance level of 5%, 96 samples (n), and 2 independent variables (k = 2), the value of $dL = 1,4273$ and $dU = 1,6754$. Therefore, $du < d < (4-du)$ is $1,6754 < 1,9 < 2,3246$ which means that there are no autocorrelation indications in this study. Based on the results of the classical assumption test, the regression model can be used to test the hypotheses. The regression analysis result shows that the coefficient value of authentic leadership is 0.364, which means that the authentic leadership trait is able to improve the innovative work behavior of employees. The sign is positive and the significance value is 0.000, which is lower than the $\alpha = 0.05$. This indicates that authentic leaders are able to improve employees' innovative work behavior. The regression analysis result also shows that the regression coefficient of work engagement is 0.470, the sign is positive, and the significance value is 0.000, which is lower than the significance level of $\alpha = 0.05$. This shows that the employees who are more engaged in work are more able to improve their innovative work behavior. The coefficient of determination (R^2) is calculated to determine the percentage of the independent variables' influence on the dependent variable (see Table VI).



Table VI. Coefficient of Determination Test

R Square	Adjusted R Square
0,763	0,582

The result of the coefficient of determination test shows that the Adjusted R² value is 0.582 or 58.2 percent. This means that authentic leadership (X₁) and work engagement (X₂) are able to explain 58.2 percent of the variation in innovative work behavior, while the remaining 41.8 percent is influenced by other variables not included in the research model (see Table VII).

Table VII. F Test Result

F	Sig.
64,752	0,000

The F test is conducted to determine the significance of the influence of the overall regression coefficient and independent variables on the dependent variable. The simultaneous F test shows that the F ratio value of the regression model in this study is 64,752 with a significance level of 0,000. The significance level is lower than 0.05, which means that authentic leadership and work engagement simultaneously have a significant influence on innovative work behavior. The significance level used in the t test of this study is $\alpha = 0.05$. Organizations in the creative industry need employees who have innovative work behaviors. In order to stimulate this behavior, it is necessary for the leaders to have authentic leadership traits and ensure that employees are engaged in their work. The results of this study indicate that authentic leadership has a significant influence on innovative work behavior. This result is in line with the first hypothesis (H1) which states that authentic leadership has a significant influence on innovative work behavior. When the organization leaders have a strong authentic leadership trait, the employee's innovative work behavior will improve. From the four indicators of authentic leadership, it can be seen that the improvement in innovative work behavior are due to the leader's ability to speak correctly, admit their mistakes, consistent in their actions and consider the opinions of their employees.

This research is revealed that authentic leadership affects creativity directly and indirectly through psychological means and work engagement. Employees who strongly value authentic leadership are more likely to show a higher degree of work engagement, stimulating them to think and act more creatively. The results of this study conform to the results of other studies (which revealed that authentic leaders encourage transparent communication, autonomy, decision control, and positivity that makes employees feel empowered. Authentic leaders stimulate the innovative work behavior of employees by providing a work environment that gives them the sense of autonomy and empowerment.

The authentic leadership of managers in telecommunications organizations significantly influences the development of innovation and creativity among the employees. Authentic leadership is a strong predictor of employee creativity, which means that they are more creative under authentic leaders as they feel more engaged and empowered. Therefore, authentic leadership style inspires employees and stimulate their innovative work behavior. The influence of work engagement on innovative work behavior has been shown to be significant. This means that employee engagement leads to a higher level of innovative work behavior. The results of this study are in line with the findings which revealed that work engagement influences the innovative behavior of employees. Employees have more opportunities to explore new things at work. The Vietnamese university academics and leaders found that engaged employees fully dedicate their physical, cognitive, and emotional energy to work. Their dedications not only allow them to complete their formal work assignments effectively, but also make them more willing to be engaged in activities beyond their formal assignments. Thus, work engagement requires individuals to relate the situation with self-motivation (such as leader and identification). Through the six indicators of work engagement, improvement in the innovative work behavior can be seen in employees who are full of energy at work, feel strong, enthusiastic about work, inspired at work, eager to work every work day, feel happy when they work intensively, are proud of their work, and immersed in their job. The work engagement of employees leads to better innovative work behavior. Leaders must be able to recognize how to improve the creativity of employees through authentic leadership because the innovative work behavior of employees is related to the authenticity of their leader.

4. CONCLUSION

Leaders must have good self-awareness, especially regarding their own strengths and weaknesses because it can affect their subordinates. Organizations that aspire to enhance employee creativity should select leaders with an authentic leadership style. Organizations may want to facilitate managers to improve their authentic leadership style because this can influence the creativity of employees. Authentic leadership has been proven to improve the innovative work behavior of employees. The more authentic the leadership is, the higher the level of employee's innovative work behavior. Work engagement is also able to improve employees' innovative work behavior. This means that with a higher level of work engagement, the employee's innovative work behavior will also improve. Future studies are recommended to examine the influence of authentic leadership on work engagement to understand the role of authentic leadership in improving innovative work behavior through work engagement.

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