

Authentic followership in Madurese Public Organization: The role of authentic leadership

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Abstract. This study aimed to determine the influence of authentic leadership on authentic followership in public organizations in Madura. The dimensions of authentic leadership and authentic followership are self-awareness, balanced processing, relational transparency, and internalized moral perspective. Authentic leadership and followership are important for public organizations in Madura because they can help improve organizational performance. The authors conducted a survey study on 260 samples in a Madurese public organization. The characteristics of this research sample are that they have been members of the organization for at least 2 years and carry out a subordinate role. The research measuring tools used are the Authentic Leadership Inventory [ALI] and the Authentic Followership Scale. The results of this study suggest that the hypothesis is accepted, i.e., there is a significant influence of authentic leadership on authentic followership. In addition, authentic leadership has a substantial effect size on authentic followership. Authentic leadership influences authentic followership through 10 processes. These processes are role modeling, trust and psychological safety, value alignment, empowerment, feedback and development, authentic communication, encouragement of individuality, personal growth, ethical leadership, and shared vision and meaning. The implication of the results of this research is to develop the role of leaders in organizations so that they can become authentic leaders, which will impact followers. Suggestions for further research are to identify factors other than authentic leadership, which influence authentic followership.

Keywords: authentic leadership; authentic followership; public organization; Madura.

1 Introduction

Public organizations play an essential role in society. Public organizations have several main roles. First, provide public services. Public organizations provide different public services, such as education, health, infrastructure, and security. This role helps meet the community's needs and create a better environment [1–5]. Second, carry out regulation and law enforcement. Public organizations have a role in creating and enforcing rules governing the behavior of citizens, businesses, and other organizations. These conditions include consumer protection, the environment, and public safety [6–8]. Third, manage public resources. Public organizations manage public resources, such as budgets and infrastructure. Public organizations must ensure efficient and sustainable allocation of these resources [9–12]. Fourth, design and implement public policies. This allows public organizations to influence society in various areas of life [1,13–16].

However, phenomena in the field show that the performance of public organizations is still not as expected [1]. This can be seen from several indicators. Data (see Table 1.) shows that the percentage of

Ministries (K), Institutions (L), and Local Governments (Local Governments) that have an Electronic Based Government System (SPBE) maturity index of "Good" and above is still not on target. In addition, the value of national Bureaucratic Reform (RB) implementation for Ministries, Institutions, and Local Governments from year to year still cannot reach 100% (Table 2.)

Table 1. Percentage K/L/Local Government with SPBE maturity index "Good" and Above.

Agency	Target Year 2022	Realization Year 2022	Result [%]
Ministries/ Institutions	80%	70,83%	88,58
Province	60%	58,82%	98,03
District / City	30%	29,33	97,76

Source: Ministry PANRB [18].

Similar results are also found in the performance of public organizations in Madura. The results of other studies show that many Madurese public organization performances in higher education are still classified as unsatisfactory [3]. In addition, the performance of this sector still needs to be improved, both in quality and

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quantity [4]. In the field of government, Prayoga et al. [21] found that the function of Madurese public organizations is still not optimal in supervising regional finances. Similar conditions are also found in the health sector. Ridwana et al. [22] revealed that the performance of Madurese public organizations in the health sector lags behind the East Java region. If this is allowed to happen, it will reduce the effectiveness of the service function of public organizations to the community [23].

Table 2. Percentage of K/L/Local Government that has a "Good" RB Index.

Agency	Year 2020	Year 2021	Year 2022
Ministries/ Institutions	96,39%	96,30%	98,77%
Province	79,41%	79,41%	88,24%
District / City	24,41%	25,79%	32,28%

Source: Ministry PANRB [18].

Some of the problems described earlier require authentic followership to overcome them. Authentic followership is important in public organizations because it has several significant benefits. First, authentic followership can build followers' trust in the leader and his organization. Second, authentic followership can make followers bring up an attitude of voluntary obedience to various work rules and procedures. Third, authentic followership will allow followers to provide ongoing support for the organization. Fourth, the presence of authentic followership has a positive impact on follower performance.

Several previous studies have explained that authentic followership is influenced by authentic leadership factors [7–9]. The results of a literature review that has been carried out by Utomo et al. [27] also mentions authentic leadership as one of the influential factors for authentic followership. The presence of authentic leaders in the organization will inspire followers to do the same through the process of *positive modeling*. Followers do this because they see authentic leaders have good awareness and self-regulation to support their performance [11]. This condition occurs because the balanced processing and relational transparency dimensions of authentic leadership make followers inspired to imitate their leaders. Based on the previous explanation, this study aims to find out about the influence of authentic leadership on authentic followership in Madura public organizations. The results of this research will be useful for increasing authentic followership in the context of members of Madurese public organizations by providing guidance for leaders in behaving with followers. For this reason, the hypothesis proposed in this study is 'authentic leadership has a significant effect on authentic followership'.

2 Methods

The research method used is a survey. The authentic followership variable was measured by the authentic followership scale by Kosasih et al. [29], consisting of 8 items. Authentic leadership is measured using the Authentic Leadership Inventory (ALI) scale composed of 16 items by Neider & Schriesheim [30]. This research uses the authentic followership scale and authentic leadership inventory because they have adequate reliability values for the measuring instruments based on the results of previous research. The research sample consisted of 260 members of one of the public organizations in Madura. After the data from the sample is collected, data analysis is carried out using SmartPLS software version 3.

3 Result and discussion

The results of the Confirmatory Factor Analysis [CFA] test showed that a number of items fell because the loading factor value <0.7 , so several items were left for further analysis [6 items for authentic followership and 8 items for authentic leadership]. Here are the number of items that have a loading factor value >0.7 so that further analysis can be carried out in Table 3.

Table 3. Number of items with a loading factor value >0.7 .

Variable	Number of Items
Authentic followership	6
Authentic leadership	8

The measuring instruments used in this study also have adequate reliability. Cronbach's alpha values of the variables are authentic followership 0.869; Authentic leadership 0.763. In addition, the discriminant validity of the two measuring instruments in this study has been fulfilled because the correlation value for the same variable is more significant when compared to the correlation value with different variables. The results of the hypothesis test show that the hypothesis is accepted, namely, authentic leadership affects authentic followership (p value <0.05). The magnitude of the influence is 52.8%. The SRMR (Standardized Root Mean Square Residual) value also shows several 0.095, which means that the model built is sufficient.

Table 4. Path coefficients.

	Original Sample	P Values
AL $\rightarrow$ AF	0.528	0.000

Based on the results Table 3 and Table 4, it can be explained that authentic leadership significantly impacts authentic leadership. Authentic leadership influences authentic followership through several processes. A literature review shows that there are 10 ways in which authentic leadership affects authentic followership. The following will be discussed in more detail about these processes.

The first way authentic leaders influence authentic followers is through *role modeling*. This process occurs when an authentic leader serves as a role model for

followers. Leaders exemplify behaviors related to authenticity, such as transparency, self-awareness, and ethical decision-making. When followers see these attributes present in their leader, they tend to imitate that leader, which results in the development of authentic followers [14–17].

The second way is trust and psychological safety. Authentic leaders prioritize building trust and encouraging psychological safety in their work teams. The followers' trust towards their leaders will create a sense of psychological security. This condition creates a specific environment so that followers feel comfortable expressing their thoughts, concerns, and ideas without fear. Trust and psychological safety are essential to the emergence of authentic followers, as they encourage communication and follower engagement [18–22].

A third way authentic leadership influences authentic followership is through value alignment. Leaders make various efforts so that there is a harmony of values between leaders and followers. Authentic leaders emphasize the importance of aligning personal and organizational values. Authentic leaders work to create shared goals and missions within the team. This alignment of values fosters a strong commitment and dedication among followers who identify and support the organization's mission. When there is value alignment, the working relationship between leaders and followers will occur effectively and efficiently [23–26].

The fourth way authentic leadership influences authentic followership is through empowerment. Authentic leaders empower their followers by giving them autonomy and decision-making authority. This means that followers are free to be responsible in making every decision. It makes followers feel trusted and empowered. This creates a situation where followers take responsibility for their role, actively engage, and contribute to the organization's success. Thus, this empowerment process becomes a key driver for authentic followership [17, 27–32].

The fifth way authentic leadership influences authentic followership is through feedback and development. Authentic leaders provide constructive feedback and support the development of their followers. The trick is to offer guidance and opportunities for self-growth. This will be one of the sources of self-evaluation for followers so that it can be used as a means of self-development. Leaders also help followers improve their skills and abilities, contributing to follower commitment and engagement. Thus, authentic followership will be more effective and efficient in the organization [50–54].

The sixth way that authentic leaders can also influence authentic followers is through authentic communication. Authentic communication occurs when authentic leaders communicate openly and honestly to followers. This transparency in communication becomes an "invitation" for followers to express their thoughts, share their sorrows, and actively participate in discussions. It also encourages followers to provide feedback to authentic leaders, thus becoming feedback that reinforces the authenticity of the relationship [55–59].

The seventh way that authentic leaders can also influence authentic followership is through the encouragement of individuality. Authentic leaders appreciate each follower's unique qualities and strengths. Leaders encourage followers to be their authentic selves and use followers' talents for the benefit of the team and organization. This process indirectly recognizes the uniqueness of each follower, where each follower has a uniqueness that is different from each other. This recognition of individuality reinforces the followers' sense of authenticity [43–51].

The eighth way authentic leadership influences authentic followership is by emphasizing personal growth. Authentic leaders give priority to personal growth and follower well-being. Based on this, authentic leaders provide various efforts to develop followers optimally. Authentic leaders realize that authentic followership is more than just the completion of a task. This includes the overall development of the individual. This approach fosters more relationships and commitment in followers [52–56].

The ninth way that authentic leaders influence authentic followers is through ethical leadership. Authentic leaders adhere to strong ethical principles and moral values. Authentic leaders lead by example, demonstrating integrity in their actions and decisions. This ethical behavior encourages followers to do the same, reinforcing ethical conduct within the organization. The hope is that followers will imitate various positive actions performed by authentic leaders, including working using ethical principles and moral values [57–62].

The tenth way that authentic leaders can influence authentic followers is through shared vision and meaning. Authentic leaders work with their followers to create vision and meaning together. This is done to share a positive vision and purpose of work with followers. The process is through coordination and cooperation in the implementation of tasks. This collaborative approach empowers followers to connect their work to higher goals, making followers' contributions more meaningful and motivating them [63–66].

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