The Influence Authentic Leadership on Affective Commitment of Members at the One Indonesian Charity Institution

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Abstract

Background: Human Resource Management (HRM) is still a challenge for companies and organizations, one of which is to increase organizational commitment to members which has an impact on competitive advantage where the role of leaders is needed to increase commitment to members. **Objective:** This research investigates how authentic leadership influences members' affective commitment at a charitable institution in Indonesia. **Method:** This study employed a quantitative approach using simple linear regression analysis with IBM SPSS version 23. The sample consisted of 110 active members from a population of 163, determined using the Isaac and Michael table at a 5% significance level. Variables were measured using authentic leadership and affective commitment scales. **Results:** Hypothesis testing there is an effect of authentic leadership on affective commitment with a regression coefficient value (R = 0.780) with a significance value of 0.000. While the R square value shows 0.608 which means that the effect of authentic leadership on affective commitment is 60.8%. **Conclusion:** Authentic leadership significantly shapes affective commitment in the institution.

Keywords: Affective commitment; authentic leadership; members.

Abstrak

Latar Belakang: Manajemen Sumber Daya Manusia (MSDM) masih menjadi tantangan bagi perusahaan dan organisasi, salah satunya adalah meningkatkan komitmen organisasi terhadap anggota yang berdampak pada keunggulan kompetitif dimana peran pemimpin sangat dibutuhkan untuk meningkatkan komitmen pada anggota. **Tujuan:** Penelitian ini bertujuan untuk mengetahui pengaruh variabel kepemimpinan autentik terhadap komitmen afektif anggota di One Indonesian Charity Institution. **Metode:** Penelitian ini menggunakan pendekatan kuantitatif, dengan metode penelitian kuantitatif regresi linier. Analisis data dilakukan dengan menggunakan teknik regresi linier sederhana dengan IBM SPSS versi 23.0. Populasi sebanyak 163 anggota, dengan sampel 110 anggota aktif didapatkan melalui tabel Isaac dan Michael dengan signifikansi sebesar 5%. Variabel diukur dengan skala kepemimpinan autentik dan skala komitmen afektif. **Hasil:** Uji hipotesis terdapat pengaruh kepemimpinan autentik terhadap komitmen afektif dengan nilai koefisien regresi (R=0,780) dengan nilai signifikansi 0,000. Sedangkan nilai R square menunjukkan 0,608 yang berarti pengaruh kepemimpinan autentik terhadap komitmen afektif sebesar 60,8%. **Kesimpulan:** Sehingga disimpulkan terdapat pengaruh kepemimpinan autentik terhadap komitmen afektif yang kuat. Dimana kepemimpinan otentik menjadi kunci untuk membangun komitmen afektif terkhusus di One Indonesian Charity Institution.

Kata Kunci: Anggota; kepemimpinan otentik; komitmen afektif.

Introduction

Human resources (HR) play a crucial role as the main supporting element in achieving organizational goals. According to Susan (2019), quality HR functions as a controller of other elements in a company or organization. Failure to manage HR can have fatal consequences, disrupting the achievement of goals, reducing performance, and threatening the survival of the organization itself (Rayadi, 2012). This phenomenon becomes increasingly relevant considering the high rate of poverty among young people (20-24 years) in 2022, which reached 2,540,121 people, even though this age group should be the driving force of development (Havid, 2023, citing Deras.id). In line with this, the theory of Human Resource Management (HR) emphasizes the importance of the process of planning, organizing, directing, and controlling HR to achieve organizational efficiency and effectiveness (Marnis & Priyono, 2008).

Definitively, an organization is a group of individuals, with at least two people, established for a period of more than one year with coordinated and structured activities to achieve certain goals and have a clear identity (Sobirin, 2014). Another definition states that an organization is a group of individuals who work together for a predetermined goal while also functioning as a place for collaboration with humans as the main driver (Tanjung et al., 2022). Thus, it can be concluded that an organization is a place for cooperation between humans to realize common interests in achieving goals. One form of organization that is often found is a social and humanitarian organization, which is also widespread in Indonesia, including in Palembang, South Sumatra, for example, One Indonesian Charity Institution, RDP, Gencar, RASS, and Teras Amal. One Indonesian Charity Institution (SAI) itself is a philanthropic organization that is active with various programs, such as disaster relief, clean water provision, education, and the "Satu Bahu Volunteer" volunteer program. In this context, philanthropy is understood as a voluntary act of donating time, money, and energy to help others based on love and humanitarian values (Yaqin, 2020).

However, every organization faces challenges in increasing its members' commitment, which is an important aspect in achieving competitive advantage (Fatt et al., 2010). Organizational commitment is a psychological construct that reflects members' relationships with their organization, including involvement and the decision to continue membership (Meyer & Allen, 1997). Low commitment is often caused by a lack of sense of responsibility from members towards it (Suryanatha & Ardhana, 2014). There are fundamental differences in commitment between corporate employees and members of social organizations. According to Gibson, corporate employee commitment tends to be more dependent on extrinsic imbalances, such as salary, facilities, and promotions (Januardha & Nurwidawati, 2014). In contrast, the commitment of members of social humanitarian organizations is based more on motivation from leaders, a supportive organizational environment, and a strong emotional future (Yusuf & Syarif, 2018).

This problem of declining commitment is also experienced by the One Indonesian Charity Institution (SAI), which is highly dependent on its opponents as its HR driver. The main problem is the declining commitment of members, where many volunteers choose to leave or become inactive because of declining organizational enthusiasm. The nature of volunteers, who are not formally bound, becomes an obstacle for administrators to force them to stay. Based on the results of the interview, the causes of this declining commitment vary, ranging from an indifferent attitude towards opponents, indifference to the concept of work, unfulfilled expectations, boredom with monotonous work programs, loss of reasons to be active, to uncoordinated work programs due to the weak role of leaders in related fields. According to the Head of the One Indonesian Charity Institution (MAA), the main challenge is increasing the sense of ownership of opponents. Many volunteers disappear because of expectations that are too high and not in accordance with reality, no longer finding what they want from the organization, or even the emergence of jealousy towards new volunteers. The data show a significant decline, from 190 volunteers now only 102 are active, and ironically, the longer a member joins, the lower the percentage of their activity tends to decrease.

To understand more deeply, Meyer & Allen (1997) stated that organizational commitment is multidimensional, consisting of affective commitment, normative commitment, and continuance commitment. Affective commitment, which is related to emotional interactions, is considered to have the greatest influence on members' attitudes. Members with strong affective commitment tend to have close emotions and a greater desire to contribute, are rarely absent, and are more motivated to perform well. This affective commitment reflects the alignment between members' personal values and goals and the values and goals of the organization, which is the core of the concept of organizational commitment (Saruksuk et al., 2022). Members want to maintain their membership status because of their emotional involvement in organizational activities (Idrus, 2022). Therefore, affective commitment, which manifests in the form of voluntary dedication and loyalty, is very important for the success of organizations, especially philanthropic institutions such as the One Indonesian Charity Institution (Yusuf & Syarif, 2018).

This behavioral commitment does not appear by itself but is influenced by various factors. According to Triandis (Mahrani et al., 2018), behavior is determined by attitudes, social rules, and habits. The causes of behavior can be internal (under personal control) or external (in response to situations) (Tewal et al., 2017). Meyer and Allen (1997) identified internal individual factors (such as gender, age, education level, and length of service) and external organizational factors (such as leadership style, socialization process, and organizational investment in members) as determinants of commitment. Among external factors, leadership style is an Indonesian Charity Institution that greatly influences members' affective commitment (Suryanto & Prihatiningsih, 2016). The Path-Goal Theory proposed by Robert House (in Sarta et al., 2023) also emphasizes the leader's task of helping followers achieve goals by providing direction and support. Leadership is basically the ability to influence each other to achieve common goals (Yukl, 2013).

In this context, authentic leadership has emerged as a relevant style of study. Among the various types of leadership, such as charismatic, transactional, transformational, and ethical, authentic leadership offers an approach that reflects honesty, integrity, courage, and self-awareness. Authentic leaders inspire and guide by paying attention to the common interests and values of the organization (Zahroh & Aluf, 2023), although the view between the leader's expectations and reality can reduce member engagement. Authentic leaders are defined as individuals who are highly self-aware in thinking and acting, aware of the moral values of themselves and others, have broad insights and high expectations, and act consistently with their values to build trust and transparent relationships (Walumbwa et al., 2008; Avolio & Mhatre, 2012). They are also described as figures who are confident, optimistic, tenacious, future-oriented, and uphold in moral values (Juhaeni 2023). Authentic leadership is believed to be an important factor in forming members' affective commitment (Semedo et al., 2016), and characteristics, such as converting balanced information, transparency, and value-action consistency, can foster high commitment and maintain emotions (Walumbwa et al., 2008).

Research on authentic leadership and its influence on affective commitment at Satu Amal Indonesia is relevant for several reasons. First, authentic leadership is still considered "taboo" and has not been widely studied, so it requires further study (Zahroh & Aluf, 2023). Second, in an era of rapid change, authentic leadership can provide inspiration, motivation, and an effective direction to increase affective commitment. This study aims to identify and analyze the influence of authentic leadership on affective commitment at One Indonesian Charity Institution, which is also different from previous studies. Overall, an understanding of the importance of HR and affective commitment in achieving organizational goals, coupled with the spotlight on the problem of declining volunteer commitment at One Indonesian Charity Institution, leads to the hypothesis that authentic leadership can be a key factor in increasing affective commitment, so further study of this relationship is considered important and relevant.

Method

This study used a quantitative method to determine the impact of authentic leadership on affective commitment. The quantitative method was chosen because it is in accordance with scientific principles, namely concrete/empirical, objective, measurable, rational, and systematic, and uses data in the form of statistically analyzed numbers. The variables in this study included independent variables (authentic leadership) and dependent variables (affective commitment). This study involved a population and sample. The population is all active members in Satu Amal Indonesia, which is the focus of the study as many as 163 members, while the sample is part of the population taken for analysis, so that 110 members were obtained using simple random sampling techniques assisted by Isaac and Michael tables with a significance level of 5%. Data were collected using a psychological scale, namely, the Authentic Leadership Scale and the Affective Commitment Scale, with the Likert Scale as a measuring tool.

The validity and reliability of the research instrument were tested using validity and reliability tests. The validity test used the correlation method to ensure measurement accuracy, while the reliability test used Cronbach's alpha coefficient to assess the consistency of the instrument. The collected data were analyzed using IBM SPSS version 23.0, with simple linear regression analysis, normality test, and linearity test. Hypothesis testing was conducted to measure the extent to which the research hypothesis could be accepted, with a significance level of 5% and a confidence level of 95%.

Result

This study used two types of scales as measuring instruments. The Authentic Leadership Scale consists of 72 statement items, with 36 favorable items and 36 unfavorable items, which refer to aspects of authentic leadership according to Walumbwa et al. (2008), such as Internalized Moral Perspective, Self-Awareness, Relational Transparency, and Balance Information Processing. This scale uses a Likert format with four alternative answers: Strongly Agree (SS), Agree (S), Disagree (TS), and Strongly Disagree (STS). The

Affective Commitment Scale consists of 54 items, with 27 favorable items and 27 unfavorable items, which refer to aspects of affective commitment according to Meyer and Allen (1997), such as emotional attachment, identification with the organization, and involvement in the organization. This scale also uses a Likert format with the same four alternative answers.

Before being distributed to the research sample, a trial of the measuring instrument (tryout) was conducted, involving 70 active members of the YBM PLN UID S2JB Smart Light Generation Organization on November 18, 2024. This trial aims to ensure the validity of the measuring instrument, and data collection was conducted online. Validity and reliability test analyses were carried out using IBM SPSS Version 23.0. The results of the Authentic Leadership Scale validity test showed that one item was dropped (item number 20) because the correlation value was 0.197 (less than 0.30), while the other 71 items were declared valid with correlation values of 0.533–0.853. The reliability test of this scale produced a Cronbach's alpha value of 0.985, which indicates a reliable scale because it is greater than 0.7. On the Affective Commitment Scale, the results of the validity test showed that all 54 items were valid with a correlation value of 0.306–0.864, and the reliability test produced a Cronbach's alpha value of 0.975, which also indicates a reliable scale.

This study involved 110 active members of the Indonesian Charity Institute. The characteristics of the respondents based on class and length of membership are presented in the following table:

Table 1. Characteristics of Respondents One Indonesian Charity

Batch	Length Joined	Frequency	Percentage
Batch 4	4 Years	4	3%
Batch 5	3 Years	13	12%
Batch 6	2 Years	23	21%
Batch 7	1 Year	70	64%
General		110	100%

Then, the categorization of the research variables is based on empirical scores (mean and standard deviation). The following is a complete table of the categorization results:

Table 2. Categorization of Authentic Leadership Scale

Score	Categorization	N	%
$278 \leq X$	High	25	22,7%
$228 \leq X < 278$	Medium	67	60,9%
$X < 228$	Low	18	16,4%
General		110	100%

Table 3 Categorization of Affective Commitment Scale

Score	Categorization	N	%
$205 \leq X$	High	19	17,3%
$173 \leq X < 205$	Medium	74	67,3%
$X < 173$	Low	17	15,5%
General		110	100%

Before the regression analysis, an assumption test was conducted, including a normality test and a linearity test. The normality test produced a significance value of 0.200 (> 0.05), indicating that the data were normally distributed. The linearity test produced a significance value of Deviation from Linearity of 0.132 (> 0.05), indicating a significant linear relationship between the two variables. Hypothesis testing using simple linear regression analysis showed that authentic leadership had a significant effect on affective commitment, with an R value = 0.780 and a significance value of p = 0.000 (< 0.05). Authentic leadership influenced affective commitment by 60.8%, while 39.2% were influenced by other factors outside this study. Research shows that members with strong affective commitment tend to be more emotionally attached to the organization, which encourages them to make greater contributions, be less absent, and work better. Affective commitment arises from emotional involvement in organizational activities, making members confident in following the organization's values and prioritizing its goals. Organizational commitment is influenced by internal factors (such as gender, age, education, and length of service) and external factors (such as leadership style, socialization, and organizational investment).

Discussion

Leadership style greatly influences affective commitment, where leaders, as agents of change, can influence others. Authentic leadership is considered important in forming affective commitment and creating mutually beneficial reciprocal relationships. Research on the influence of authentic leadership on affective commitment is in line with the findings that authentic leadership influences teachers' affective commitment, which is characterized by emotional attachment, belief in values and goals, loyalty, and positive contributions. Authentic leadership is important for building trust, involvement, a supportive environment, and empowerment, all of which improve performance and job satisfaction (Lai & Wen, 2024; Walumba et al., 2020). Other studies have shown that authentic leadership significantly influences affective commitment by building trust, intrinsic motivation, ethical standards, a supportive environment, and open communication, which strengthen employees' emotional ties to the organization (Qureshi et al., 2022; Zang et al., 2023). Furthermore, authentic leadership also has a positive and significant effect on the affective well-being and commitment of startup employees. Employees' perceptions of leaders' authenticity affect their emotional connection to the organization, where leaders who are sincere and have integrity tend to develop strong emotional ties, increasing affective commitment (Yasni, 2022). The quality of leadership perceived by employees is important for increasing affective commitment through a positive emotional environment, trust, and integrity (Adiansyah, 2024; Hussain et al., 2021).

In this context, increased affective commitment is related to high levels of leader authenticity, which strengthens the emotional bond between members and leaders through transparency, honesty, and good communication. Authentic leaders tend to make members identify with them, feel that the leader's values and goals are in line with their personal values and goals, build trust, create strong emotional bonds, and make members feel safe and comfortable contributing (Rego et al, 2020). The implementation of the work program conducted by Satu Amal Indonesia can create affective commitment among members through authentic leaders by increasing members' emotional experiences through inspirational stories, providing opportunities for direct involvement in program implementation, organizing informal events to strengthen relationships, providing appreciation, strengthening the organization's mission and vision, instilling positive values, and providing opportunities for self-development. This makes members more emotionally attached to and focused on achieving goals when they have a strong perception of the leader's authenticity. Authentic leadership is key to building affective commitment, where leaders, as agents of change, influence others through identity, transparency, and building trust, which inspires team members to give their best (Gong et al, 2021).

Conclusion

Based on the results of the analysis and discussion, the R value is 0.780 and the significance level is 0.000, where <P 0.05. It was concluded that authentic leadership has a significant positive effect on increasing members' affective commitment. This shows that authentic leadership affects members' affective commitment at the Satu Amal Indonesia Institution. In addition, the R Square value of 0.608 shows that authentic leadership influences the affective commitment variable by 60.8%, while 39.2% is influenced by other factors not discussed in this study. This means that the higher the level of authentic leadership applied, the higher the level of affective commitment of members. The relationship between these two variables is quite strong, with authentic leadership explaining about 60.8% of the variation in members' affective commitment. The majority of members are in the medium to high category for both variables, indicating good potential to increase affective commitment by strengthening authentic leadership. Therefore, the researcher conducted this study in the hope that it can provide benefits to many people, especially the Satu Indonesia Charity Institution, where leaders can apply authentic leadership styles correctly to increase the affective commitment of their members.

Acknowledgment

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