The role of authentic leadership, self-efficacy, job satisfaction and employee silence to organizational commitment among millennials

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Abstract. Work productivity is the fuel for the movement of the locomotive of the organization, while employee job satisfaction will support this productivity. The commitment of workers' organizations is considered as one of the most important elements in the world of work. Commitment and work culture have also been proven to influence work performance. Then, authentic leadership is one of the theories of leadership that has been studied quite a lot lately. The phenomenon of silence is a very common experience that employees do not need to discuss important or related issues to leaders. This research aims to examine the role of authentic leadership, self-efficacy, job satisfaction, and employee silence on organizational commitment among millennials. This research uses a quantitative approach. Non-probability sampling technique is used during data collection. It can be seen that the influence of authentic leadership, self-efficacy, job satisfaction, and employee silence on organizational commitment is 24.4. The other factors influence the remaining 75.6. The results of the research show that the regression model is accepted.

Keywords: authentic leadership, self-efficacy, job satisfaction, employee silence, organizational commitment, millennials

1. Introduction
The central issues in the field of industrial and organizational psychology are productivity and job satisfaction. Work productivity is the fuel for the movement of the locomotive of the organization, while employee job satisfaction will support this productivity. The work productivity of an organization will be disrupted if there is a large-scale turnover of employees [1]. Low organizational commitment [2] can trigger an employee to turn over or leave the company. A disgruntled employee will tend to leave and move to another company. The impact of having employees leave forces the organization to carry out the recruitment process and manpower planning for new employees. The wheels of the organization have the potential to be disrupted due to the reduced human resources, and the organization must calculate the cost recovery caused by employee turnover.

It is undeniable that entering the second decade of the new millennium, the competition in the business world is getting tighter. Besides turnover, this competition also raises an interesting phenomenon among professional workers, namely workers who line to change jobs or are known as grasshopper or flea jumpers. The findings of Yuliawan and Himam [3] in the study of the phenomenon of grasshopper show that the purpose of people changing jobs is to fulfill their life
visions, both pragmatic (financial) and idealistic (job challenges and the desire to learn). As a result, the commitment of workers' organizations is seen as one of the most important elements in the world of work, given its relationship as a predictor of turnover [4]. Commitment is needed to make the employees do not leave or change the job so that work productivity is not disrupted. Organizational commitment [5] becomes an important foundation for the development of the entire organization, both in the public and private sectors.

Various factors affect commitment. Good work culture will be able to maintain employee commitment to stay in the organization. In addition, commitment and work culture have also been proven to influence work performance. Personal and organizational factors influence commitment. Personal factors include age, length of work, and need for achievement. In contrast, organizational factors include job enrichment, autonomy at work, opportunities to use expertise, positive attitudes toward work teams, and support from organizations [6].

Leadership is also seen as a central element that influences organizational commitment. Organizations that have effective leaders will tend to have committed subordinates [7]. Therefore, several leadership theories (charismatic, transformational) include employee commitment as a potential outcome [8, 9]. Vice versa, organizational commitment theory also identifies leadership as an essential factor in increasing commitment [10]. Organizational commitment is influenced by leadership roles [11]. An ideal and transformative leadership figure will be able to encourage subordinates to commit more to the organization. The central function of leadership is through the function of influencing subordinates to continue to work well in the organization through the affective side.

Authentic leadership [12] is one of the theories of leadership that has been studied quite a lot lately. Avolio and Luthans [13] refer to authentic leadership as a leadership process that results from a combination of individual psychological capacity with a well-developed organizational context, to produce high levels of alertness and ability to control themselves, while encouraging positive self-development. One of the practical functions of leadership is as a catalyst for organizational change. In the context of changing individual members of the organization, an ideal leader should be able to become a model for the group members they lead. Modeling is one manifestation of the aspect of vicarious experience, as a part of the dimension of self-efficacy [14, 15]. A leader who can show a positive attitude and is committed to the organization will certainly become a model for his subordinates. This positive attitude is also accompanied by efforts to stimulate the ideas or creativity of employees. Thus, their existence is felt to be beneficial for the progress of the organization.

An authentic leader will motivate employees to work more optimally because they have high self-awareness, so they can see what approaches are suitable for motivating subordinates. In addition, authentic leaders can also build transparent relations with subordinates based on a spirit of trust. This trust is also basic for leaders to internalize certain moral perspectives in subordinates, which are useful for the progress of the organization. Therefore, gradually the targets set by the organization will be achieved together.

The high target of the organizations requires employees to not only complete the main work but also make changes and contribute by expressing ideas, opinions, and concerns about problems in the organization. Employees who communicate ideas and share knowledge are understood to be able to improve organizational performance. In short, optimal communication between employees becomes a catalyst for the achievement of organizational goals. Communication is one of the most important processes in learning organizations. Exchange of information between divisions, units, workgroups, and individual employees is important for carrying out tasks in the organization. Communication facilitates the release of emotional expressions of feelings and the fulfillment of social needs [16]. Therefore, communication becomes one of the dynamics most frequently discussed in the study of organizational behavior.

However, in reality, often communication between employees is not running optimally. Not all employees can express their ideas or concerns related to problems that occur in the organization. Even some research shows that employees often feel unsafe to express opinions and ideas because of the belief that comments and recommendations for change can disrupt the balance of the organization. Not infrequently later, employees choose to remain silent. This phenomenon is known as employee silence [17].
Milliken, Morrison, and Hewlin [18] mention that the silence phenomenon is a very common experience. Employees feel unable to convey important issues or concerns to leaders. Employees choose silence primarily regarding issues such as concerns about the competence or performance of coworkers, superiors, salary issues, disagreement with company policies and decisions, personal complaints, ethical issues, justice, discrimination, harassment, and so on. Some researchers have conceptualized employee silence when employees respond to various issues concerning justice, ethical issues, ideas for improvement in organizations, and so forth.

Organizational commitment becomes a fairly central issue in organizational research and real applications in the field, especially in companies in the industrial area. As explained earlier, organizational commitment is influenced by various factors. The most important influencers are authentic leadership [19], job satisfaction, self-efficacy, and employee silence [20, 21]. Organizational commitment should be developed by authentic leadership, job satisfaction, self-efficacy, and employee silence. The research question in this study is how the roles of authentic leadership, job satisfaction, self-efficacy, and employee silence are towards organizational commitment.

2. Methods
The sample of participants in this research were permanent employees of companies or organizations in the private and public sectors. The respondents in this study were employees who have worked for more than one year and work at DKI Jakarta. The respondents comprised 74 males and 130 females. The range of age of the participants in this research was from 19 to 39 years.

This research used a quantitative approach involving five variables, namely authentic leadership, job satisfaction, self-efficacy, employee silence, and organizational commitment. Non-probability sampling technique was used during data collection. According to Gravetter and Forzano [22], non-probability sampling is a sampling technique that does not provide equal opportunities for each member of the population to be selected as a sample. In this technique, every individual does not get the same chance to become a research sample. The researcher has set criteria to be sampled. The type of non-probability sampling used in this research is convenience sampling. Convenience sampling is a sample selection that involves individual selection based on availability and the desire to respond [22]. After determining the sampling technique, the researcher decided on the number of samples in this research.

Data collection instruments are a survey with a Likert questionnaire model or summated ratings. The questionnaires are authentic leadership by Walumbwa et al. [23]; job satisfaction by Spector [24]; employee silence by Dyne, Ang, and Botero [25]; and organizational commitment by Allen and Meyer [26]. This research hypothesizes that there is an influence of authentic leadership, self-efficacy, job satisfaction, and employee silence on organizational commitment.

3. Result and discussion
In this research, the hypothesis test was performed using multiple linear regression test. The hypothesis test was conducted to see the effects of authentic leadership, self-efficacy, job satisfaction, and employee silence on organizational commitment. The significance level used is 0.05 (5%) according to the standards in psychology research. If the significance value is > 0.05, the H₀ is rejected and vice versa. If the significance value is < 0.05, the H₀ is accepted.

Based on Table 1, in the “collinearity statistics” section, the tolerance score for authentic leadership, self-efficacy, job satisfaction, and employee silence is more than 0.10. On the other hand, the VIF scores for authentic leadership, self-efficacy, job satisfaction, and employee silence are smaller than 10.00. Therefore, it can be concluded that there are no symptoms of multicollinearity.

| Table 1. Multicollinierity Test. |
|----------------------------------|---------|---------|
| Model                           | Collinearity Statistics |
|                                 | Tolerance | VIF    |
| Authentic Leadership            | .605      | 1.654  |
| Self-efficacy                  | .850      | 1.177  |
Based on Table 2, the output results obtained by the correlation value or R are 0.494, and the results of the coefficients of determination (R Square) are 0.244. It can be seen that the influence of authentic leadership, self-efficacy, job satisfaction, and employee silence on organizational commitment is 24.4. The remaining 75.6 is influenced by other factors.

| Model | R   | R Square |
|-------|-----|----------|
| 1     | .494| .244     |

In this research, regression analysis was performed to test the hypothesis. The regression model comprised organizational commitment as a dependent variable and authentic leadership, self-efficacy, job satisfaction, and employee silence as predictors. The results in Table 3 showed that the regression model was accepted (F = 24.158; Sig. < 0.05). In Table 4, organizational commitment was significantly influenced by authentic leadership (T = 3.407; Sig. < 0.05), Self-efficacy (T = 2.322; Sig. < 0.05), job satisfaction (T = 3.391; Sig. < 0.05), and employee silence (T = -1.985; Sig. < 0.05). Therefore, the hypothesis was accepted.

| Model | F     | Sig.  |
|-------|-------|-------|
| 1     | 24.158| .000  |

| Model | B     | T     | Sig.  |
|-------|-------|-------|-------|
| 1     | (constant) | 28.7 | 3.343 | .001 |
|       | Authentic leadership | .349 | 3.407 | .001 |
|       | Self-efficacy | .376 | 2.322 | .021 |
|       | Job satisfaction | .392 | 3.391 | .001 |
|       | Employee silence | -.078 | -1.985 | .049 |

4. Conclusion
This research aimed to examine the role of authentic leadership, self-efficacy, job satisfaction, and employee silence on organizational commitment among millennials. The results of the research showed that the regression model was accepted. Thus, the hypothesis was accepted. Therefore, there were effects between authentic leadership, self-efficacy, job satisfaction, and employee silence on organizational commitment. Based on this research, there is something to consider that the institutions or companies should mention the effect of authentic leadership, self-efficacy, job satisfaction, and employee silence on organizational commitment. Organizational commitment is essential for institutions or companies.
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