

Authentic Leader and Employee's Silence Behavior: Testing a Happiness at Work Mechanism

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Abstract

A study that tries to explain more deeply the mechanism underlying the relationship between authentic leadership and silence behavior has not been explored. Hence, the study trying to investigate it is still needed. This study endeavor to explain the relationship between authentic leadership and subordinates' silence behavior. Specifically, this study utilized happiness at work as a psychological mechanism underlying the relationship between the two variables. The current study involved 310 full-time worker who work as government officers in government institutions in a province in Indonesia and used PLS-SEM analysis to test hypotheses. The study finding revealed that authentic leadership has a negative effect on subordinates' silence behavior. Furthermore, this study also revealed that happiness at work mediates the relationship between authentic leadership and subordinates' silence behavior. The study finding provides advanced knowledge about the function of authentic leadership in organizations to shapes positive attitudes and prevents negative behaviors, such as silence behavior..

Kata Kunci: *Authentic leader; happiness at work; silence behavior*

Introduction

Discussions about leader behavior and or leadership style in organizational success have always been the focus of attention of academics and practitioners in the field of management and organizational studies, especially in the field of organizational leadership studies (Abdillah et al., 2022; Anita et al., 2021; Anugerah et al., 2019). The leader's behavior and leadership style have been recognized by academics in the field of leadership to play a vital role in shaping the behavior of certain subordinates in organizations (Eva et al., 2019; Inceoglu et al., 2018). The figure of a certain leadership style may encourage the productive behavior of subordinates in the organization (e.g., Cooper et al., 2018; Mallén et al., 2015; Newman et al., 2017; Salas-Vallina et al., 2018). However, certain leadership styles can also give rise to subordinates' counterproductive behavior in the workplace (e.g., Feng & Wang, 2019; Khalid et al., 2018). Thus, research that tries to explain effective leadership styles that can encourage productive behavior and prevent counterproductive behavior is urgently needed in the field of management and organization, especially in the current research in the field of organizational leadership studies.

Authentic leadership is one of several human-centered leadership styles that are the focus of discussion by researchers in the field of leadership who are recognized as leaders who consciously understand how they think and behave; leaders who are perceived by others or their subordinates as leaders who are aware of their own values (moral perspective), knowledge, strengths and those of others; leaders who are aware of the context and environment in which they work; leaders who are confident, hopeful, optimistic, resilient, and have high moral character (Avolio et al., 2004; Anita et al., 2021). Empirical evidence has found that authentic leadership can minimize subordinates engaging in subordinate silence behavior (Guenter et al., 2016; Monzani et al., 2016). Leaders who have a high moral perspective, high self-awareness, balanced processing, and high relationship transparency can prevent subordinates from engaging in silence behavior. However, in Indonesia, research that specifically tries to explain the relationship between authentic leadership and silence behavior has not been found.

Until now, research that tries to explain more deeply about the mechanism underlying the relationship between authentic leadership and silence behavior has not been found, especially in the Indonesian context. Previous research has found that human-centered leadership styles such as altruistic leadership can lead to happiness in the workplace (Salas-Vallina & Alegre, 2018). However, research explaining the relationship between authentic leadership and subordinates' happiness at work has not been explored. This study further proposes happiness at work as a mechanism that can explain the relationship between authentic leadership and silence behavior. Based on the problems (research gaps) that have been described, this study poses two main questions, namely whether authentic leadership has a negative effect on subordinates' silence behavior? If so, does happiness at work mediate the mechanisms underlying the relationship between authentic leadership and subordinate silence behavior? This study aims to investigate the impact of authentic leadership on subordinates' silence behavior. In depth, this study further aims to investigate and explain the mechanism underlying the relationship between authentic leadership and subordinates' silence behavior through the variable of happiness at work.

This research further has potential contributions in the field of management and organizational studies, especially in the field of leadership studies. First, theoretically, this research enriches academics' understanding of the process mechanisms that underlie the relationship between authentic leadership and subordinates' silence behavior. Specifically, this study proposes a new mediating variable, namely happiness at work in explaining how and why authentic leadership can minimize and prevent subordinates from engaging in silence behavior. Second, empirically, this study selects non-profit organizational settings such as government institutions in the Indonesian context. Previous studies focused on profit organization settings and were rarely conducted in the context of Southeast Asia, especially Indonesia. This study further expands the general understanding of the usefulness of the function of authentic leadership in minimizing and preventing subordinates from engaging in counterproductive behavior such as silence behavior that has been carried out by previous research in the context of profit organizations. Third, managerially, this research provides an overview to management and organizations about the importance of authentic leadership functions in minimizing and preventing silence behavior which is highly avoided by organizations when they want to have sustainable performance.

Literature Review

Job-Demand Resource Theory.

In building the theoretical model, the assumptions built in this study are based on job-demand resource theory (Hobfoll, 2001, 2002). According to this theory, job resources

(physical, psychological, social, and organizational characteristics of a job) stimulate positive attitudes such as engagement and organizational commitment. Leadership has been recognized by researchers in the management and organization fields as one of the resources in the workplace (Abdillah et al., 2022; Cooper et al., 2018) that can stimulate the attitudes and work behavior of subordinates. The leadership process as a resource in the workplace includes an important emotional component, which shows that the leader can influence the happiness of followers which in turn will shape the work attitude and work behavior of subordinates.

Authentic leadership.

In management, leadership plays an important role. Thus, leadership is needed by humans in organizational management. Due to certain limitations on individuals within the organization, the need for a leader plays a vital role in organizational management. Leadership itself is philosophically defined as “an attempt by someone to persuade subordinates to put the interests of the group or organization above their personal interests and encourage them to do something useful for the group and organization” (Abdillah, 2020, p. 12).

Leadership style has been recognized as having an important role in determining certain work attitudes and behaviors (Eva et al., 2019; Inceoglu et al., 2018). Previous research has revealed that positive leader behavior can shape productive attitudes and behaviors such as organizational citizenship behavior (Cooper et al., 2018; Newman et al., 2017), internal whistleblowing (Anita et al., 2021), knowledge-sharing (Abdillah, 2021) and organizational performance (Mallén et al., 2015).

Authentic leadership is a multi-dimensional construct that is at the root of any positive leadership (Avolio et al., 2004; Avolio & Gardner, 2005). Authentic leaders have high moral values and beliefs, and they behave according to them. Authentic leaders also have self-awareness of their strengths and weaknesses, and their impact on their followers. Furthermore, this type of leader processes information objectively and interacts transparently with others.

Authentic leadership itself has four dimensions (Walumba et al., 2008). First, the internalized moral perspective which refers to a higher level of moral development and leader behavior guided by internal moral standards and values. When faced with difficult ethical challenges, authentic leaders are able to think more broadly and deeply about ethical issues. Authentic leaders are also able to behave more ethically because they tend to act in line with their internal value structures. This happens because an advanced moral constitution encourages harmonious moral behavior. As a result, followers tend to attribute the leader's appearance of consistent, values-based behavior as more authentic.

Second, self-awareness which refers to the extent to which a leader has accurate self-knowledge and shows that he is aware of his influence on others. A higher level of self-awareness encourages self-understanding of values, ideals and beliefs, as well as strengths and weaknesses. Self-awareness involves leaders using their knowledge of themselves to influence their agency (e.g., thinking, motivation and behavioral choices), which can increase their capacity to lead and develop followers.

Third, relational transparency, which refers to leader behavior that encourages positive relationships through open disclosure and sharing of information, including what shapes the leader's true thoughts and feelings. It is characterized by openness, accountability and honesty between leader and follower, promotes clearer social exchanges in which the leader and follower define what each expects from the relationship, and the input each is willing to provide, forming a stronger psychological contract coherent.

Last, balanced processing refers to leaders who have the ability to analyze relevant information that is available openly and objectively before arriving at a conclusion or decision.

Authentic leaders seek the views of their followers, indicating their willingness to challenge their position or beliefs before making a decision. By soliciting views from followers, authentic leaders can spread a better understanding of abstract principles and ethical standards, and involve followers in the ethical process thereby increasing their agency. Leaders who exhibit balanced processing also spend time trying to understand what causes problems and outcomes, thereby helping followers understand what to do with internal and external causes of ethical behavior and performance.

Happiness at work.

Over the past few years, research into happiness has created empirical knowledge about the mechanisms and processes that promote well-being in the work context. Thus, in line with the rise of positive psychology in the last decade, there has been increasing interest from researchers in investigating the bright side of organizational life (Xanthopoulou et al., 2012) which focuses attention on positive phenomena such as engagement, well-being, job satisfaction, and affective experiences. positive at work.

Good feelings from organizational members are very important not only for achieving organizational success, but also for the personal lives of organizational members (Fisher, 2010). Improving welfare is very beneficial for employees and organizations. Happiness at work is associated with better performance, higher creativity, and lower absenteeism (Lyubomirsky et al., 2005). The results of the meta-analysis conducted by Halbesleben (2010) revealed the positive effects of job involvement on health and performance.

However, there exists a bewildering variety of concepts related to happiness at work (HAW) that need clarification. Warr and Inceoglu (2012) found that there are very few conceptually based empirical comparisons between correlations of various forms of well-being, although some of them present different attributes, such as engagement and job satisfaction. Fisher (2010) underlined that engagement, commitment, engagement, positive mood at work reveals a narrow scope and cannot accurately capture broad-based positive attitudes. Thus, it is necessary to observe whether each has a certain added value.

Happiness at work is a broad measure that accurately represents positive attitudes at work (Fisher, 2010). It is an important concept that is increasingly important in academic research (Fisher, 2010; Higgs and Dulewicz, 2014). Xanthopoulou et al. (2012) understand happiness as a two-dimensional construct that captures pleasure and activation. They observed that engagement is characterized by high levels of energy (excitement), involvement and enthusiasm (dedication), and by full concentration (absorption). Thus, it implies that work engagement is a fully active state. According to Bakker and Oerlemans (2011), job satisfaction is characterized by a high level of pleasure and a moderate level of activation. This study assumes that affective organizational commitment includes high levels of pleasure and moderate levels of activation. Hence, the combination of high pleasure and high activation is captured through happiness at work.

On the basis of the conceptualization of Fisher (2010), Salas-Vallina et al. (2017) developed a workplace happiness scale (HAW Scale), which is a broad but precise measure consisting of three dimensions: engagement, job satisfaction, and affective organizational commitment. These dimensions involve feelings of passion and enthusiasm, objective evaluation of job characteristics, and sense of organization.

Silence behavior.

The phenomenon of silence in management and organizational studies is divided into two by academics (Dyne, Ang, & Botero, 2003; Morrison & Milliken, 2000; Pinder & Harlos, 2001; Vakola & Bouradas, 2005; Dedahanov & Rhee, 2015). First, silence on a macro (organizational) phenomenon known as organizational silence, which is an organizational climate in which organizational members (management, supervisors, and employees) choose to withhold and hide their opinions and concerns about problems that exist in the organization (Morrison & Milliken, 2000).

Second, silence on the micro (individual) phenomenon known as employee silence behavior. This research focuses on the silence behavior of subordinates which is defined as the behavior of subordinates who deliberately withhold or hide all forms of ideas, information, opinions or problems that have the potential to benefit their organization (Dyne et al., 2003; Dedahanov & Rhee, 2015; Pinder & Harlos, 2001). ; Riantoputra et al., 2016). Subordinates who engage in silence behavior will tend to withhold and hide their ideas, information, or opinions related to problems that occur in their department / work unit and organization.

In addition, they also tend to hide their ideas or opinions related to their work and working conditions (Vakola & Bouradas, 2005). Silence behavior of subordinates is a conscious, active, and purposeful action (Pinder & Harlos, 2001). For example, when subordinates withhold or hide their opinions or ideas, it can be a sign that they are protesting against practices that occur in the organization (Brinsfield, Edwards, & Greenberg, 2009). As a result, when subordinate silence behavior appears in an organization, it indicates a deliberate negligence by the organization (Pinder & Harlos, 2001).

Authentic leadership and silence behavior.

Previous research has found that authentic leadership has a negative effect on subordinates' silence behavior (Guenter et al., 2016; Monzani et al., 2016). These findings explain that leaders who have a high moral perspective, high self-awareness, balanced processing, and high relationship transparency can prevent and minimize subordinates to engage in silence behavior. Conversely, leaders who have a low moral perspective, low self-awareness, unbalanced information processing, and low relationship transparency will tend to encourage subordinates to engage in silence behavior. Furthermore, this study proposes the following hypotheses:

Hypothesis 1. Authentic leadership has a negative effect on silence behavior.

Mechanisms of happiness at work.

Research explaining the relationship between authentic leadership and subordinates' happiness at work has not been explored. However, previous research has found that a human-centered leadership style can lead to happiness in the workplace (Salas-Vallina & Alegre, 2018).

Job-demand resource theory (Hobfoll, 2001, 2002) has explained that job resources such as social characteristics which in this case are represented by leader behavior and authentic leadership styles stimulate positive attitudes such as organizational involvement and commitment. The leadership process can affect the happiness of followers which in turn will shape the work attitude and work behavior of subordinates.

Based on job-demand resource theory (Hobfoll, 2001, 2002) and the results of research by Salas-Vallina and Alegre (2018), this study assumes that leaders who have a high moral

perspective, high self-awareness, balanced processing, and high transparency of relationships can create subordinate happiness at work.

Furthermore, when subordinates are happy at work which can be seen from positive feelings of arousal and high enthusiasm, satisfied objective evaluations of job characteristics, and high affective feelings about the organization tend to reduce and prevent subordinates from engaging in silence behavior. Furthermore, this study proposes the following hypotheses:

Hypothesis 2. Authentic leadership has a positive effect on happiness at work.

Hypothesis 3. Happiness at work has a negative effect on silence behavior.

Hypothesis 4. Happiness at work mediates the effect of authentic leadership on silence behavior.

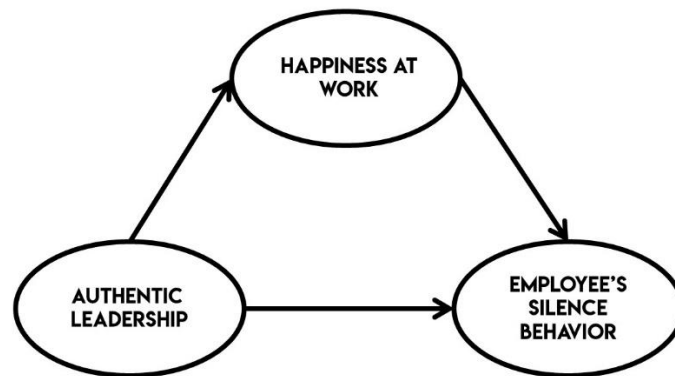


Figure 1. Theoretical Research Model

Method

Samples and data collection procedures.

This study uses quantitative techniques in collecting research data. To test the hypothesis, this study used primary data, namely in the form of a questionnaire. Questionnaires or questionnaires are designed using closed questions, namely questions for which alternative answers have been provided, so that respondents only need to choose one answer that is considered the most appropriate.

Table 1. Characteristics of Respondents.

Variables	N = 310	
	n	%
Gender		
Male	122	39.35%
Female	188	60.65%
Age		
<35 years old	127	40.97%
35 - 45 years old	124	40.00%
>45 years old	59	19.03%
Tingkat Pendidikan		
PhD & Master's Degree	47	15.16%

Bachelor's Degree	169	54.52%
Diploma's Degree	43	13.87%
High School	51	16.45%
Organization tenure		
<5 years	111	35.81%
5 - 10 years	96	30.97%
>10 years	103	33.23%

This study collects data by distributing questionnaires to employees who work as State Civil Apparatus (SCA) in several local government institutions in one of the provinces in Indonesia. To test the hypothesis that had been built previously, using the "social networking & snowballing sample" technique (Abdillah, 2020; Fink, 2003), 310 respondents voluntarily agreed to be involved in filling out the questionnaire (Table 1). To achieve a high enough statistical power, the adequacy of the number of samples is decided based on the "minimum sample size" criteria used in the "structural equation modeling" (SEM) analysis, which is 10 times the number of question items used in measuring research variables (Chin, 2010, Schreiber, 2008). The number of question items in this study were 31 question items consisting of: (1) 16 question items to measure authentic leadership variables; (2) 8 items of questions to measure the variables of happiness at work; and (3) 7 question items to measure the silence behavior of subordinates. Thus, the number of samples 310 has met the criteria for the minimum number of samples required in using SEM Analysis (Further explanation is in the sub-chapter on variable measurement instruments).

The majority of respondents involved in this study were female (188 respondents [60.65%]). Furthermore, the majority of respondents involved in this study were under 35 years of age (127 respondents [40.97%]), followed by respondents aged between 35 and 45 years (124 respondents [40.00%]). In terms of education level, the majority of respondents have a bachelor's degree (S-1) education level (169 respondents [54.52%]). Meanwhile, based on years of service, the majority of respondents involved in this study have worked under 5 years (111 respondents [35,81%]), followed by respondents who have worked more than 10 years (103 respondents [33,23%]).

The instrument for measuring research variables.

Instrumentation of each variable is needed to connect abstract concepts (variables) with empirical observations (Neuman, 2011). The instrument used to measure all variables in this study was adopted from journal articles written in English. Thus, all questionnaire items will be translated into Indonesian using the "translation-back procedure" technique where all items will be translated from the original language into Indonesian and then translated back into the original language to ensure the translation results do not reduce the content of all questionnaire items (Brislin, 1970, 1980). The variables in this study consisted of: (1) independent variables, namely authentic leadership; (2) the mediating variable is happiness at work; and (3) the dependent variable is the silence behavior of subordinates.

Authentic leadership. Authentic leadership in this study was measured through the "Authentic Leadership Questionnaire" developed by Avolio et al. (2007) and has been used in the Indonesian context by Anugerah et al. (2019) and Anita et al. (2021). This scale has 16-item questions consisting of four dimensions, namely relational transparency (five items), internalized moral perspectives (four items), balanced processing (three items) and self-awareness (four items). The alternative answer statements were measured using a Likert scale

with 7 points ranging from 1 (“strongly disagree”) to 7 (“strongly agree”). A sample of the statement items consisted of “My leader clearly stated what he meant,” “My leader admits he made a mistake,” “My leader encourages everyone to share their opinion,” and “My leader says the same thing. true though bitter.”

Happiness at work. Happiness at work in this study was measured through 8 items developed by Salas-Vallina et al. (2017). The alternative answer statements were measured using a Likert scale with 7 points ranging from 1 (“Strongly disagree”) to 7 (“strongly agree”). The sample of the statement items consisted of “At work, I usually experience positive feelings (satisfaction, gratitude, pleasure, etc.) I really do my best in doing my tasks so time seems to pass so quickly,” and “At work, I enjoy my work with my colleagues and I feel happy when I meet them.”

Subordinate silence behavior. The silence behavior of subordinates in this study was measured through a 7-item (reverse code) developed by Vakola & Bouradas (2005) and has been used in the Indonesian context by Abdillah et al. (2021). Alternative answer statements are measured using a Likert scale with 7 points ranging from 1 (“never”) to 7 (“always”). The statement items consist of “How often do you express your disagreement with your boss about institutional problems,” “How often do you express your disagreement with your boss about problems in the work unit,” and “How often do you express your disagreement with your boss about work.”

SEM-PLS Analysis.

The hypothesis in this study was tested using SEM-PLS analysis through WarpPLS 5.0 software. The analysis consists of several stages. First, this study conducted a model fit test which aims to determine whether the model built in this study is good (Wetzels, Odekerken-Schröder, & Van Oppen, 2009). Second, this study analyzes the measurement model by validating the measurement scale of each variable (Chin, 2010). Validation on the measurement scale of each variable is discriminant validity, convergent validity, and reliability (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). Third, this study considers the "common method variance" test which aims to see whether the data in this study produces a "common method bias" problem or not (Podsakoff, MacKenzie, & Podsakoff, 2012). Finally, the current study conducts structural model analysis which aims to test all the hypotheses that have been proposed.

Results

Common method variance (CMV) test results.

This study collects data at the same time and source. Therefore, it is possible that the data still has the potential to generate common method variance (CMV) (Podsakoff et al., 2003, 2012). To ensure that general method bias can be controlled, this study uses full collinearity variance inflation factors (VIFs) to evaluate whether the data in the study have CMV problems or not (Kock, 2015).

Table 2. Full collinearity variance inflation factors.

Authentic Leadership	Happiness at Work	Silence Behavior
1.06	1.45	1.39

The results (Table 2) show that each variable has a value of full collinearity VIFs lower than 3.3. Thus, the data in this study does not have the potential to generate common method variance (CMV) (Kock, 2015).

Measurement model test results.

In the SEM-PLS analysis, the measurement model testing aims to evaluate the validation of the measurement scale of each variable (Hair et al., 2014). Evaluation of the measurement model is carried out in three stages. The first stage is to test or evaluate the internal consistency of the reliability of each variable. A variable measurement scale is said to be reliable if it has a composite reliability (CR) value and a Cronbach alpha (α) value above 0.70. The results in table 3 can be seen that all CR and values in each variable are above 0.70. It can be explained that the variable measurement scale in this study has a good consistency of reliability.

Next, the second stage is testing the validity of each variable. The variable validity test consists of two tests: (1) convergent validity test; (2) discriminant validity test. In testing the convergent validity, each question item is said to be valid if it has a loading value above equal to 0.50 (Chin, 2010). In table 3 it can be seen that all the question items in this study have a loading value above 0.60. In addition, the convergent validity test can also be seen from the average variances extracted (AVE) value. A variable is said to be convergently valid if it has an AVE value above equal to 0.50 (Chin, 2010). In table 3 it can be seen that the AVE value of each variable is above 0.50. Based on these two results (loads and AVE values), it can be concluded that the question items on the variable measurement scale in the study are convergently valid.

Table 3. Evaluation of the reflective measurement model.

Variables	Item	Loadings	AVE	CR	α
Authentic Leadership (AL)	AL01	0.71***	0.60	0.96	0.95
	AL02	0.83***			
	AL03	0.83***			
	AL04	0.82***			
	AL05	0.62***			
	AL06	0.63***			
	AL07	0.68***			
	AL08	0.70***			
	AL09	0.63***			
	AL10	0.77***			
	AL11	0.83***			
	AL12	0.86***			
	AL13	0.88***			
	AL14	0.83***			
	AL15	0.86***			
	Happiness at Work (HWP)	HWP01			
HWP02		0.76***			
HWP03		0.72***			
HWP04		0.75***			
HWP05		0.73***			
HWP06		0.76***			

Employee's Silence Behavior (ESB)	HWP07	0.72***	0.65	0.93	0.91
	HWP08	0.67***			
	ESB01	0.78***			
	ESB02	0.79***			
	ESB03	0.79***			
	ESB04	0.78***			
	ESB05	0.85***			
	ESB06	0.79***			
	ESB07	0.85***			

Notes: CR = Composite reliability, α = Cronbach alpha, AVE = average variances extracted, *** significant at level 0,001

In the next test, namely the discriminant validity test, the question items in a measurement scale are said to be discriminantly valid if the variable measuring items have a strong correlation to the variable being measured and have a weak correlation or even tend not to be significantly correlated with other variables (Neuman, 2003). 2014). In table 4 it can be seen that all measuring items of research variables have a higher correlation than their variables compared to other variables.

In addition, discriminant validity testing can be done using the "Fornell-Larcker Criterion" (Fornell & Larcker, 1981). The variable measurement scale is said to be discriminantly valid if the square root value of AVE is higher than the correlation between variables. Table 5 shows that the value of the square root of the AVE on the authentic leadership variable (0.772) is higher than the correlation between the authentic leadership variable and the happiness variable at work (0.245) and the subordinate silence behavior variable (-0.134). Furthermore, the value of the square root of AVE on the variable of happiness at work (0.734) is higher than the correlation between the variable of happiness at work and the silence behavior of subordinates (-0.527). These results (loading and cross-loading; "Fornell-larcker criterion") indicate that the variable measurement scale in this study is discriminantly valid.

Table 4. Results of loadings and cross loading

	Authentic Leadership	Happiness at Work	Silence Behavior
AL01	(0.709)	0.025	-0.080
AL02	(0.831)	0.105	0.034
AL03	(0.831)	0.017	0.045
AL04	(0.819)	-0.013	0.071
AL05	(0.618)	0.140	-0.015
AL06	(0.626)	0.179	0.115
AL07	(0.683)	0.110	0.145
AL08	(0.703)	-0.016	-0.101
AL09	(0.633)	-0.072	0.011
AL10	(0.774)	-0.001	-0.039
AL11	(0.827)	-0.118	-0.107
AL12	(0.861)	-0.021	-0.035
AL13	(0.884)	-0.020	-0.050
AL14	(0.832)	-0.116	-0.007
AL15	(0.856)	-0.205	-0.128
AL16	(0.783)	0.105	0.183
HWP01	0.055	(0.756)	-0.047
HWP02	0.022	(0.757)	0.121
HWP03	0.021	(0.723)	0.089
HWP04	-0.025	(0.753)	0.012

HWP05	0.033	(0.726)	-0.047
HWP06	-0.099	(0.764)	-0.077
HWP07	-0.054	(0.718)	0.017
HWP08	0.053	(0.673)	-0.074
ESB01	0.004	-0.135	(0.775)
ESB02	-0.016	-0.097	(0.789)
ESB03	-0.027	0.084	(0.793)
ESB04	-0.053	-0.065	(0.777)
ESB05	0.055	0.058	(0.853)
ESB06	-0.027	0.084	(0.793)
ESB07	0.055	0.058	(0.853)

Table 5. “Fornell-Larcker Criterion” Testing.

	Authentic Leadership	Happiness at Work	Silence Behavior
Authentic Leadership (AL)	(0,772)		
Happiness at Work (HWP)	0,245	(0,734)	
Employee’s Silence Behavior (ESB)	-0,134	-0,527	(0,805)

Notes: Diagonal elements are the square root of the AVE statistics. Off-diagonal elements are the correlation between the latent variable calculated in the PLS

Structural model test results.

After evaluating the measurement model, this study then evaluates the structural model. As mentioned in the previous chapter, the evaluation of the structural model aims to test all the hypotheses that have been proposed. Furthermore, Table 6, Figure 2 and Figure 3 reveal the path coefficient values generated by the SEM-PLS analysis of the research model proposed in this study.

Table 6. Hypothesis Testing.

Model 1: Without mediation variable	
<i>Direct effect</i>	
Authentic leadership → Employee’s silence behavior	-0.25***
R ² (Employee’s silence behavior)	0.06
Model 2: Full Model	
<i>Direct effect</i>	
Authentic leadership → Employee’s silence behavior	-0.03 ^{t.s.}
Authentic leadership → Happiness at Work	0.37***
Happiness at Work → Employee’s silence behavior	-0.53***
<i>Indirect effect</i>	
Authentic leadership → Happiness at Work → Employee’s silence behavior	-0.19***
<i>Effect total</i>	
Authentic leadership → Employee’s silence behavior	-0.22***
<i>R-squared</i>	
R ² (Happiness at Work)	0.14
R ² (Employee’s silence behavior)	0.29

n.s. = not significant, *** significant at level 0.001.

The first hypothesis (H₁) predicts that authentic leadership has a negative effect on subordinates' silence behavior. The results in Table 6 and Figure 2 show that this hypothesis is statistically supported ($\beta = -0.25$, $p < 0.001$). The table shows that without a direct mediating variable, authentic leadership negatively causes subordinates' silence behavior. The second hypothesis (H₂) predicts that authentic leadership has a positive effect on happiness at work.

The results in table 6 and figure 3 show that this hypothesis is statistically supported ($\beta = -0.37$, $p < 0.001$). The table shows that the authentic leadership variable positively causes happiness at work. The third hypothesis (H_3) predicts that happiness at work has a negative effect on subordinates' silence behavior. The results in table 6 and figure 2 show that this hypothesis is statistically supported ($\beta = -0.53$, $p < 0.001$). The table shows that the variable of happiness at work negatively affects the behavior variable of subordinate silence.

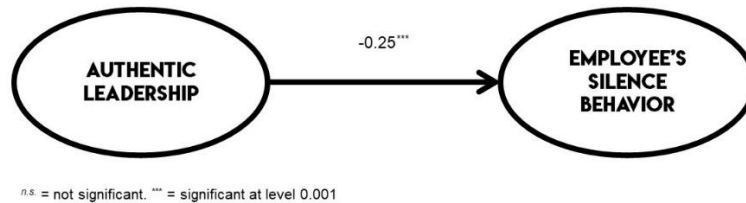


Figure 2. Structural Model 1: Direct effect without mediating variable

Furthermore, the fourth hypothesis (H_4) predicts that happiness at work mediates the effect of authentic leadership on subordinates' silence behavior. The results in table 6 show that this hypothesis is statistically supported ($\beta = -0.19$, $p < 0.001$). The table shows that the variable of happiness at work significantly mediates the effect of authentic leadership on subordinates' silence behavior. The table also shows that when the mediating variable (happiness at work) is included in the model, the value of the effect of authentic leadership on subordinates' silence behavior decreases from -0.25 to -0.03 and is not significant. These results indicate that the variable of happiness at work in this study fully mediates the effect of authentic leadership on the silence behavior of subordinates.

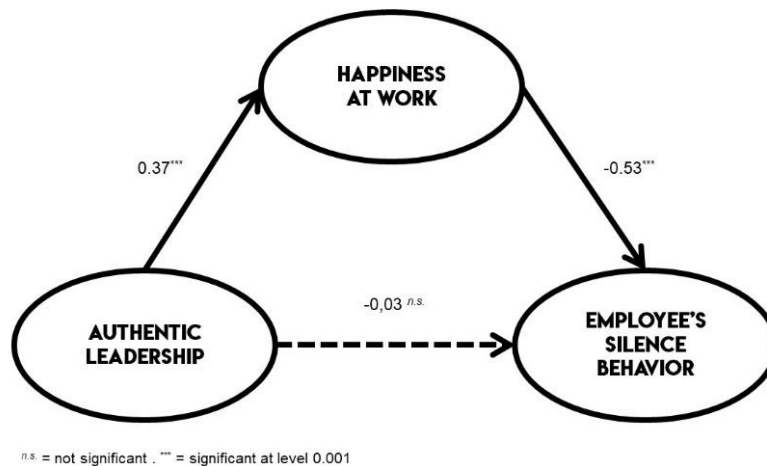


Figure 3. Structural Model 2: Indirect Effect

Discussion

Authentic leadership is a style of a leader who understands how they think and behave. This type of leader is considered by others or his subordinates as a leader who is aware of the values (moral perspective), knowledge, strengths of their own and others; leaders who are aware of the context and environment in which they work. This type of leader is also self-

confident, hopeful, optimistic, tenacious, and has high moral character. Based on job-demand resource theory, current research attempts to explain why and how authentic leadership can reduce subordinate involvement in silence behavior. In particular, the findings in this study indicate that authentic leadership indirectly plays an important role in reducing and preventing subordinates from engaging in counterproductive behaviors such as silence behavior.

Furthermore, happiness at work was found to function as a mediating mechanism that explains the effect of authentic leadership on subordinates' silence behavior. The findings of this study offer a valuable contribution to broaden the understanding of the underlying mechanisms between authentic leadership and silence behavior that have been previously investigated by Guenter et al. (2016) and Monzani et al. (2016). Furthermore, the theoretical and practical contributions of this research will be discussed.

Theoretical implications

This study examines new mediating variables outside of the existing literature on the mechanisms underlying the process of the relationship between authentic leadership and subordinate silence behavior. Specifically, this study investigates the mechanisms of happiness at work in the authentic leadership function. The findings clearly show that authentic leadership has a positive effect on happiness at work. In addition, the results of this study also show that the effect of authentic leadership on subordinates' silence behavior is fully mediated by happiness at work.

The findings in this study extend existing evidence (Guenter et al., 2016; Monzani et al., 2016) which has described the important role of authentic leaders in reducing and preventing subordinates from engaging in silence behavior. This study found that authentic leadership directly affects the silence behavior of subordinates (hypothesis 1). These findings indicate that leaders who have a high moral perspective, high self-awareness, balanced processing, and high relationship transparency can prevent and minimize subordinates to engage in silence behavior. Conversely, leaders who have a low moral perspective, low self-awareness, unbalanced information processing, and low relationship transparency will tend to encourage subordinates to engage in silence behavior.

Based on job-demand resource theory (Hobfoll, 2001, 2002), this study found that authentic leadership has a positive effect on happiness at work (hypothesis 2), happiness at work has a negative effect on subordinate silence behavior (hypothesis 3), happiness at work mediates the effect of authentic leadership on subordinates' silence behavior (hypothesis 4). These findings contribute to a solid understanding of the mechanisms underlying the process between authentic leadership and silence behavior. This finding explains that authentic leaders who uphold high moral standards and values and understand their impact on employees can lead to happiness in the workplace. In addition, the happiness mechanism in the workplace can help us better understand why and how authentic leadership can prevent subordinates from engaging in silence behavior.

Furthermore, the findings of this study can also broaden the understanding of the role of human-centered leadership in shaping employee happiness in the workplace as previously found by previous researchers (Salas-Vallina & Alegre, 2018). Based on job-demand resource theory, the findings in this study explain that job resources such as social characteristics which in this case are represented in an authentic leadership style can stimulate positive attitudes of subordinates such as their happiness at work. When subordinates have happiness at work that can be seen from positive feelings of passion and high enthusiasm, satisfied objective evaluation of job characteristics, and high affective feelings about the organization tend to reduce and prevent subordinates from engaging in silence behavior.

The findings in this study, empirically also strengthen the evidence that has been found in previous studies that used samples in profit organizations and were carried out outside Southeast Asia, such as Indonesia (Guenter et al., 2016; Monzani et al., 2016). The findings in this study provide empirical support for the usefulness and generalization of the authentic leadership function in shaping the attitudes and behavior of subordinates, especially in an effort to prevent and minimize subordinate silence behavior in Southeast Asia, especially in the context of non-profit organizations in Indonesia. The findings also conclude that the role of authentic leadership in preventing subordinate silence behavior is equally effective in the non-profit context in Indonesia, and, perhaps, in other Southeast Asian contexts.

Managerial implications

Besides having theoretical implications, this research also has some practical (managerial) contributions or implications. The findings of this study provide useful insights for managers to design strategies in an effort to prevent and minimize counterproductive behaviors such as the silence behavior of subordinates. Furthermore, several managerial implications will be described based on the findings of this study. This study found that authentic leadership can lead to subordinates' happiness at work and prevent subordinates' silence behavior. This explains that the authentic behavior of the leader plays a very important role in providing additional social resources in the workplace that can stimulate positive attitudes and behaviors at work. By demonstrating authentic behavior such as: (a) understanding how they think and behave; (b) be aware of the values (moral perspective), knowledge, strengths that leaders have and others; (c) be aware of the context and environment in which the leader works; (d) having self-confidence, hopeful, optimistic, tenacious, and having high moral character (Avolio et al., 2004), a leader can stimulate positive attitudes of subordinates such as their happiness at work such as positive feelings of passion and enthusiasm, high, satisfied objective evaluation of job characteristics, and high affective sense about the organization through the application of job-demand resource theory (Hobfoll, 2001, 2002)

In line with these findings, in order to encourage positive attitudes and behaviors in the workplace, it is very important for organizations to encourage their managers to promote authentic behavior in the workplace. Efforts that can be made by management in promoting authentic behavior are by recruiting and selecting prospective organizational talents (employees and or leaders) who have authentic attitudes and behaviors. In addition, leadership talent development programs can also be an effort to promote authentic leadership behavior in the workplace. Although this development program requires a lot of challenges and time (Hogan et al., 1994), this program must be a priority when the organization wants to minimize counterproductive behavior such as the behavior of subordinate's silence.

The findings of this study, which explains that happiness at work mediates psychological mechanisms in authentic leadership functions in an effort to prevent subordinates' silence behavior, has implications for management in organizations to pay extra attention to building employee happiness at work. Psychological characteristics such as happiness at work can encourage positive behavior and prevent employees from engaging in counterproductive behaviors such as silence behavior. Thus, building or creating environmental conditions and considering other factors that can build happiness in the workplace must be considered in addition to recruiting and selecting organizational talent candidates and developing an authentic leadership talent program described earlier.

Limitations of the study and suggestions for further research.

The results of this study have several limitations that can be a guide and advice for further researchers in conducting research. *First*, this study only takes a sample of employees who work in government institutions (non-profit organizations) in one of the provinces in Indonesia. Thus, research results may be limited to generalizing contexts, organizational characteristics and culture. For further research, it is suggested that factors such as organizational and cultural characteristics can be considered as control variables in the study. *Second*, the nature of this study is “cross-sectional” which cannot provide a strong picture in justifying the results of a “causal-effect relationship.” Thus, further research is recommended to use longitudinal data or utilize experimental study designs to prove the theoretical model in this study. *Third*, this study uses the technique of "self-report measurement" where the variable data collected all come from the same source at the same time, namely employees who measure all variables at one time. Thus, although statistically the research data is free from CMV (Podsakoff et al., 2003), for further research it is recommended to use different sources and times so that the data is free from CMV problems. *Fourth*, this study only uses the function of authentic leadership through the mechanism of happiness at work in preventing subordinates' silence behavior. Thus, for further research, it is suggested to consider other functions of human-centered leadership such as altruistic leadership (Abdillah et al., 2020).

Conclusion

This research provides a valuable contribution to the study of management, especially on the topics of leadership studies, organizational behavior, and human resource management. Based on job-demand resource theory, the findings of this study describe how and why psychological mechanisms of happiness in the workplace mediate the effect of authentic leadership in preventing subordinate involvement in silence behavior. The findings of this study can also provide input to the organization's management in designing strategies to prevent silence behavior. The results also provide additional support for the importance of the function of authentic leadership in organizations to shape positive attitudes and behaviors of employees. Finally, the current research is expected to be a catalyst in paying more attention to future studies from academics and practitioners in explaining the function of authentic leadership and employee behavior in the workplace.

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