Authentic Leadhership

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Authentic Leaderships on Employee Coping and Its Impact on Psychological Vulnerable: Survey on Public Organization in Bandung, Indonesia.

Abstract

The researcher tested the research model previously suggested by previous research to develop theories regarding aspects of authentic leadership and employee coping in public organizations. Researchers conducted a survey on public organizations with respondents as many as 198 employees who have the task of providing services to the community. Researchers used the convenience sampling technique to take samples of respondents who work in public organizations in Bandung, Indonesia. To test the proposed research model, the researcher uses a non-parametric approach to predict the research model. The study results indicate a link between authentic leadership and psychological vulnerability mediated by proactive coping during uncertain situations, especially during COVID-19. The study results contribute to filling the gaps in previous research, which shows the effectiveness of authentic leadership in encouraging proactive behavior of employees in dealing with stress and can reduce the impact of psychological vulnerability on employees of public organizations. The research implication recommends that leaders of public organizations encourage employees' proactive behavior by providing direct support so that employees can be more effective in dealing with uncertain situations to reduce the psychological impact of vulnerable employees.

Keywords: authentic leadership, proactive coping, psychological vulnerable, public organization.

Introduction

In organizations, both public and non-public organizations will pay attention to the problem of internal resources it has in achieving organizational goals. (Brunetto & Beattie, 2020) COVID-19 experienced by public organizations in this case, namely government agencies that directly provide services to the community, such as employees in sub-districts, need some moral support to overcome the problems that occur. (Agostino, Arnaboldi & Lema, 2021) The impact of COVID-19 felt by the community is related to mental health (Schuster, et al., 2020), social (Mazzucato & Kattel, 2020), and psychological feelings they feel (Júnior, et al., 2020). People who feel the impact of COVID-19 feel psychologically vulnerable, which impacts their mental psychology. (Schomaker, Kappler & Bauer, 2020) Given these conditions, it is necessary to take comprehensive steps to address the social and psychological health challenges identified. (Marazziti, Pozza, Di Giuseppe & Conversano, 2020)

To overcome the community's social and psychological health challenges, especially for employees in government agencies whose duty is to provide services to the community directly at the sub-district level, this condition is necessary to have directives from the central government to overcome these problems. (Megatsari, et al., 2020) The instructions given by the government refer to the covid task force, which provides directions to permanently prevent the spread of COVID-19 by implementing health protocols and providing strategic policy recommendations based on the actual conditions faced by Indonesia by suggesting policies for the Implementation of Enforcement of Restrictions on Community Activities (PPKM). (Tanra & Tusholehah, 2022)

Implementing this PPKM will impact the health, social and psychological effects that he feels due to exposure to the virus, restrictions on community social activities, and restrictions on work activities by implementing a work from home (WFH) policy. (Prasiska, Muhlis & Megatsari, 2022) The impact of this PPKM has resulted in mental and psychological vulnerabilities by employees directly tasked with providing services to the community. (Douglas, et al., 2020)

The vulnerability of mental and psychological health experienced by employees impacts the decreasing quality of life. (López-Cabarcos, López-Carballeira & Ferro-Soto, 2020) In order to maintain a good quality of life, it is necessary to have support from leaders by providing moral encouragement to overcome the impact of COVID-19, which results in problems of mental health and psychological vulnerability. (Zhao, Ahmed & Faraz, 2020) Research conducted by Ersen & Bilgiç (2018) shows that employees need to have the ability to manage conditions or crises that occur in uncertain situations. Kuznetsova Alla, Gushchin & Titova (2021) show that the individual's ability to manage this is an employee's active behavior in dealing with uncertain situations such as the impact of COVID-19. According to lebarska & Soucek (2020), coping behavior is one approach to overcoming this uncertain situation. This coping behavior can reduce the impact on individual mental health and psychological vulnerability, according to Chew, et al. (2020). However, this employee coping behavior can also be encouraged by leaders. This statement is supported by Tripathi & Bharadwaja (2020). Eisenbeck, Pérez-Escobar & Carreno (2021) suggest that to overcome the problem of psychological vulnerability, the organization must have a leader's support. During COVID-19, leaders need support by prioritizing morality due to unprecedented conditions. (Farnese, et al., 2018; Bailey & Breslin, 2021; Mostafa, Farley & Zaharie, 2021)

The results of a review of previous research indicate that the presence of moral support by the leader can reduce psychological vulnerability. In addition, research indicates that proactive coping behavior can contribute to a decrease in psychological vulnerability. Likewise, encouragement from the leader can increase proactive coping behavior. However, no research directly links authentic leadership to proactive coping and its implications for psychological vulnerability during COVID-19. To fill the gap in previous research, the researcher formulated the problem of the influence of authentic leadership on proactive coping and its implications for the psychological vulnerability of employees. This study hopes that this research will contribute to developing theories, especially regarding leadership and stress management in organizations.

LITERATURE REVIEW

Authentic Leadership

The role of the leader in the organization is an essential aspect in providing motivating people to achieve organizational goals. (Shakeel, Kruyen & Van Thiel, 2019) Leaders can also demonstrate their ability to direct the work climate within the organization into a prevailing norm to achieve organizational goals. (Qing, Asif, Hussain & Jameel, 2020) The existence of trust in the organization and cooperation between individuals is also critical factors to achieve good results. (Phong, Hui & Son, 2018) The work climate emphasizes the importance of various effective solutions to create an atmosphere that supports individual creativity to overcome various current and future work barriers. (Al Harbi, Alarifi & Mosbah, 2019) Feedback between leaders and organizational members will encourage synergies resulting in high self-confidence. (Anwar, Abid

& Waqas, 2019) The effectiveness of leaders who can solve problems within the organization by sharing knowledge and information is one aspect of solving problems in the organization so that organizations can compete and survive in uncertain situations. (Mutonyi, Slåtten & Lien, 2020) To deal with unexpected situations, organizations need leaders who can deal with problems that arise during crises and expect to overcome these problems effectively. (Ahern & Loh, 2020)

Gardner et al. (2021) stated that the behavior of leaders who can take advantage of positive self-advantages, good ethics, and transparent disclosure of information with subordinates could facilitate the proper organizational direction. Walumbwa et al. (2008) develop authentic leadership into several aspects, namely self-awareness, transparency, ethics or morals, and a balanced process. According to Avolio & Walumbwa (2014), leaders who have self-awareness are leaders who have an understanding of the meaning of life they have and are transformed into directives to their subordinates effectively. Furthermore, there is transparency between the leader and subordinates objectively so that there is openness between them. (Hirst et al., 2016). Leader morality is behavior based on the norms it implements in the workplace. (Iszatt-White & Kempster, 2019) Then Alilyyani, Wong & Cummings (2018) also stated that leaders could also make decisions based on objective data by considering the opinions of subordinates.

Andersen (2018) states that the leader's behavior by referring to the standards and norms he believes indicates having solid ethics. With the ability of leaders who have strong ethical standards, they can increase the attention of their subordinates, making it easier to provide direction and instructions effectively. (Gardner et al., 2011). Research by Malila, Lunkka & Suhonen (2017) identifies that effective direction can move individuals within the organization to produce good competitiveness. Likewise, Covelli & Mason (2017) proves that effective instruction can also encourage individuals to be more active in carrying out their duties in the organization. Leaders who can direct subordinates can encourage followers to be proactive to have adequate competence and have good competitiveness. (Alvesson & Einola, 2019). Liu et al. (2017) show that directions can provide various solutions for employees to face current and future challenges. The results of research by Gill et al. (2018) show that the effectiveness of leaders can provide the impetus for individuals to accept the vision of leaders, and leaders can direct the development of their employees by demonstrating their ability to implement a conducive work climate to create new ethics within the organization.

Proactive Coping

Coping refers to individual behavior in the cognitive domain concerning dealing with uncertain situations (Folkman & Moscowitz, 2004). It can say that reflective coping is a process of individual response in dealing with the causes of stress. (Craig & Austin, 2016) Similarly, individual coping behaviors in overcoming threats to uncertain situations where individuals actively respond to actual actions to overcome threats that can cause stress (Straud et al., 2015). The behavior refers to the individual's actions in responding to upcoming threats by preparing ways to deal with the possibilities. (Aspinwall & Taylor, 1997) This proactive coping behavior is the ability possessed by individuals based on values or self-confidence to overcome threats and opportunities simultaneously. Greenglass (2002) This self-confidence refers to its self-efficacy and high locus of control (Li & Miller, 2017) which is the basis for overcoming threats and managing opportunities that may arise in connection with access to the resources they use (Carlander & Johansson). 2020).

The study of coping behavior is a behavior that changes something with a cognitive approach. The behavior leads to the management of threats internally and externally by considering the effectiveness and efficiency of using its resources (Folkman & Moscowitz, 2004). This study of coping behavior is also closely related to the reciprocal relationship between individuals and their surrounding environment. (Mari, et al., 2021) Study results show that stress management on individual welfare is also closely related to their ability to deal with future threats. (Frydenberg, 2014; Bui et al., 2021)

Research Greenglass (2002) develops coping behavior based on several factors that shape individual coping behavior, but many researchers only use aspects of proactive coping and preventive coping. Researchers consider that this aspect is the dominant aspect that shapes coping behavior where individuals make efforts to face threats with a strong urge to overcome them. (Labrague, 2021) For this reason, it is necessary to know the obstacles experienced by individuals to develop these coping behaviors to cope with and manage the stress they face successfully. (Chew et al., 2020) Another reason put forward by researchers in the aspect of prevention is that individuals need to be prepared to deal with uncertain events in the future. (Yevdokimova & Okhrimenko, 2021) According to Mari, et al. (2021), this behavior indicates an individual minimizes the potential risk due to the uncertain situation he faces related to the level of anxiety he feels. It can say that this coping behavior is an individual strategy with the ability and resistance to psychological pressure due to the emergence of unexpected situations by utilizing the resources they have effectively in dealing with threats in a positive manner. (Aspinwall and Taylor, 1997)

This coping behavior also increases individual optimism in overcoming threats into opportunities. (Chang, Chien & Shen, 2021) With high self-confidence to deal with upcoming threats with preparations that prepare in advance, individuals can overcome threats that occur. (Wolor, Nurkhin & Citriadin, 2021) The results of Farnese et al. (2018) research indicate that this coping behavior requires support from the leader to run well. A leader who can provide a conducive atmosphere and provide role models for employees in managing stress that comes from threats to uncertain situations can support employees to overcome threats or stress in the workplace. (Bailey & Breslin, (2021) Leaders who have a good level of self-awareness can encourage employees' proactive coping behavior; this encouragement reflects in the leader's ability to provide clear direction to the situation at hand (Mostafa, Farley & Zaharie, 2007). (2021) The existence of openness between leaders and employees allows collaboration to lead to the desired results supported by the leader's ethics, enabling employees to become role models to overcome obstacles related to stress in the workplace (Yamak & Eyupoglu, 2021). So that it can predict with effectiveness, authentic leadership can improve employees' proactive coping skills to deal with uncertain situations.

H1: The more effective the authentic leadership, the better the proactive coping behavior of employees.

Psychological Vulnerable

Kontoangelos, Economou & Papageorgiou (2020) state that psychological vulnerability can indicate by avoiding experiences of negative and positive events that predict the distress that individuals will feel. Shoss's (2017) research indicates that psychological vulnerability is the avoidance of experience as a barrier or obstacle to obtaining pleasure and meaning in life and is predicted to lead to more valuable individual behavior in life.

Teixeira et al. (2022) prove that individuals, both individuals, and groups in a social environment, need to get support due to psychological vulnerabilities caused by uncertain and unprecedented situations. Monroe, Anderson & Harkness (2019) show that the support that will carry out requires mental, social, and economic handling to overcome or reduce their negative behavior due to the crisis they are experiencing. For this reason, the role of health care support and treatment is beneficial in overcoming the impact of the crisis. (Brown, 2017) The concept of psychological vulnerability has been carried out previously in academic research that supports policymaking for providing health care services and social activities (Brown, Ecclestone, & Emmel, 2017).

Definitive vulnerability varies widely, such as vulnerability refers to the environmental impact of natural or economic disasters (Hossain et al., 2020), vulnerability refers to public health (Makwana, 2019), or vulnerability refers to universal human conditions (Herring 2016). However, according to Satici (2019), there is a similarity that unexpected situations will impact psychological vulnerability in individuals or groups and humans in general. So that studies on psychological vulnerability can study in the context of policy (Harpviken, 2020), social care (Teixeira et al., 2022), individuals or groups related to victims, and dependence and fear (Kirby, Day & Sagar, 2019).

Research conducted by Altan-Atalay & Zeytun (2020) examining the relationship between coping behaviors and anxiety and experience avoidance indicates a significant relationship between coping behavior and emotional anxiety and has implications for psychological vulnerability. In addition, Gorka, LaBar & Hariri (2016) research indicates a significant reduction in the predictive relationship between coping with stress and uncontrollable anxiety.

The results of research by Ersen & Bilgiç, 2018) show that the ability of employees to manage unpredictable or uncontrollable situations is an essential aspect of proactive coping behavior. Furthermore, the research of lebarska & Soucek (2020) shows that the higher the ability of employees to manage uncontrollable situations, the better they will cope with the impact, both mentally and psychologically. Larague, 2021) indicates that employees' proactive coping abilities can reduce psychological vulnerability due to the health crisis they are experiencing. In addition, the role of leadership by providing moral encouragement can positively impact reducing employee psychological vulnerabilities. (Hu et al., 2018)) It can assume that the more effective authentic leadership will be, the lower the impact of employee psychological vulnerability.

H2: The better the employee's proactive coping, the less psychologically vulnerable employees will be.

H3: The more effective the authentic leadership, the lower the psychologically vulnerable employees will be.

Methods

The researcher uses a nonparametric approach to answer the previously proposed problem formulation. The purpose of this research is to use this approach to predict whether there is a relationship between the influence of authentic leadership on proactive coping and its implications for the psychological vulnerability of employees. To predict the research model, the researcher used a sample of bachelor's and master's degree students at the Pasundan School of Economics, Bandung, Indonesia, who worked as employees in government agencies, especially in sub-districts

in Bandung City. The researcher first recorded data on bachelor's and master's degree students who worked as employees in local government agencies at the sub-district level in Bandung City to test the research model. 52 bachelor's and master's degree students work at local government agencies at the sub-district level in Bandung City. Then the researchers asked for help from these students to distribute research questionnaires to their colleagues. The total respondents who filled out structured questionnaires through google form were 198 district employees in Bandung City. The questionnaire that the respondent filled out stated that the respondent's identity would not be disseminated and would only be used for research purposes.

The research model test refers to the variables that have been determined by referring to the instrument developed by the Authentic Leadership variable developed by Walumbwa et al. (2008) and validated by Roof (2014). The number of instruments consists of 16 statement items; however, only 13 use to test the model because 3 statement items are invalid. The valid instruments are outstanding abilities, feedback, self-acceptance, openness, admitting mistakes, personal values, no emphasis, the position of existence, asking for opinions, listening to opinions, not sacrificing other people's opinions, and joint decisions.

Researchers used an instrument developed by Greenglass (2002) and validated by Roesch et al. (2009) to measure the Proactive Coping Inventory variable. There are 35 statement items, but only 26 uses to test the model because 9 statement items are invalid. There are three dimensions: proactive coping with valid instruments, namely goals that are more challenging, like challenges, achieving dreams, succeeding with various shortcomings, understanding support, looking for solutions, positive experiences, being able to complete, and taking the initiative. The dimensions of preventive coping with valid instruments are readiness for difficult situations, readiness for threats, changing situations, work skills, protecting families, anticipating dangers, best results, and managing finances. Moreover, the reflective dimensions with valid instruments are complex problems, scenarios of various outcomes, realistic alternatives, careful behavior, visualization of results, prudence in making decisions, visualization of solving problems, various alternative solutions to problems, and possible outcomes.

Meanwhile, to measure the Psychological Vulnerability variable, the researcher uses an instrument developed by Sinclair & Wallston (1999) and validated by Satici & Uysal (2017) with 6 statement items using only 4 statement items because 2 statement items are invalid. Valid statement items are feeling like a failure, low self-esteem, needing recognition, and feeling used by others.

So 43 statement items are used to test the proposed research model.

Respondent data collected is then recapitulated and can be seen in table 1.

Table 1. Data demographic respondents

Data demographic	Frequency	Percentage (%)
Gender		
Male	109	55,1
Female	89	44,9
Age		
Less 30 years	144	72,7
31 - 40 years	33	16,7
41 - 50 years	11	5,6

More 50 years	10	5,1
Education High School and Diploma Bachelor Master	 127 68 3	 64,1 34,3 1,6
Tenure Less 3 years 3 - 10 years More 10 years	 97 84 17	 49,0 42,4 8,6

After recapitulation of the questionnaire, it can see that most of the respondents are women, with a percentage of 55.1%; this condition indicates that the respondents who participated in filling out the questionnaire were women. This result is not much different from the fact in the field where most of the officers serving the community at the sub-district level in Bandung City are women. Respondents aged less than 30 years to 40 years were the most respondents. This condition reflects that most of the respondents are productive workers who provide services to the community. Respondents have the highest level of education, namely high school and diploma, with 64.1%. Meanwhile, the respondents with the most tenure of service were those who had worked for less than three years at 49.0%, then respondents with tenure between three and ten years with 42.4%. The tenure period shows that the respondents who participated in the study were employees who already knew their job well.

After the data was collected, the next researcher tested the validity and reliability of the research construct and then tested the predictions of the research model using partial least squares.

Data Analysis

Researchers executed data analysis by validating the research construct, the initial stage in conducting complete model data analysis. This stage is a first-order test to get valid and reliable data. After testing the first order, the researcher conducted a second-order test to find out the conclusions of the data results with the suitability of the proposed hypothesis. The results of data analysis for the first order and second order testing can see in table 2 and table 3.

Table 2. Results of research construct analysis

Construct	Loading	Cr. Alpha	Comp. Reliability	A. Var. Ext.
Saw2	0,711	0,750	0,811	0,590
Saw3	0,746			
Saw4	0,842			
Tran1	0,782	0,759	0,773	0,532
Tran2	0,721			
Tran4	0,683			
Etic1	0,833	0,791	0,792	0,585

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Etic2	0,522			
Etic3	0,699			
Balance1	0,810	0,875	0,915	0,731
Balance2	0,913			
Balance3	0,770			
Balance4	0,916			
Pro3	0,581	0,801	0,852	0,520
Pro4	0,703			
Pro5	0,661			
Pro6	0,725			
Pro7	0,589			
Pro8	0,719			
Pro11	0,574			
Pro12	0,612			
Pro13	0,581			
Prev3	0,550	0,850	0,885	0,596
Prev4	0,700			
Prev5	0,639			
Prev6	0,657			
Prev7	0,756			
Prev8	0,796			
Prev9	0,853			
Prev10	0,633			
Ref1	0,564	0,822	0,864	0,517
Ref3	0,714			
Ref4	0,738			
Ref5	0,707			
Ref6	0,564			
Ref7	0,650			
Ref8	0,512			
Ref9	0,661			
Ref11	0,664			
PV1	0,667	0,736	0,785	0,579
PV3	0,741			
PV4	0,641			
PV5	0,713			
Second Order				
Authentic Leaderships		0,777	0,806	0,524
Proactive Coping Inventory		0,853	0,911	0,772
Psychological Vulnerable		0,736	0,785	0,519

The validity test for statement items refers to the loading value > 0.5, and the research instrument reliability test refers to the Cron value. Alpha > 0.7, Comp value. Reliability > 0.7 and the value of A. Var. Ext. > 0.5. (Kock, 2015) The results of the data analysis show that the research instrument is valid and reliable, as shown in table 2. After testing the validity and reliability, the researcher then analyzes the data to test the second-order model to obtain the coefficient value and significance criteria with an error rate of 5%.

Table 3. Results of research model analysis

| Path	Coefficient	St. Deviation	P Values	Note
AL -> Prev	0,417	0,054	0,000	Significant
AL -> Pro	0,382	0,054	0,000	Significant
AL -> Ref	0,403	0,052	0,000	Significant
Prev -> PV	-0,052	0,111	0,637	No Significant
Pro -> PV	-0,306	0,109	0,005	Significant
Ref -> PV	-0,096	0,106	0,368	No Significant
AL -> Saw	0,715	0,045	0,000	Significant
AL -> Trans	0,784	0,034	0,000	Significant
AL -> Etic	0,612	0,078	0,000	Significant
AL -> Balance	0,792	0,028	0,000	Significant
PCI -> Pro	0,872	0,023	0,000	Significant
PCI -> Prev	0,898	0,014	0,000	Significant
PCI -> Ref	0,879	0,019	0,000	Significant
Authentic Leaderships -> Proactive Coping Inventory	0,443	0,055	0,000	Significant
Proactive Coping Inventory -> Psychological Vulnerable	-0,276	0,069	0,000	Significant
Authentic Leaderships -> Psychological Vulnerable	-0,293	0,068	0,000	Significant

The results of data calculations show that all the hypotheses proposed are proven to be significant, where Authentic Leaderships -> Proactive Coping Inventory with a coefficient value of 0.443, p-values of 0.000. The variable Proactive Coping Inventory -> Psychological Vulnerable with a coefficient of the value of -0.276, p-values of 0.000, and the Authentic Leaderships -> Psychological Vulnerable variable with a coefficient of -0.293, p-values of 0.000. The results of data calculations describe as shown in Figure 1.

Figure 1. The results of the calculation of the research model
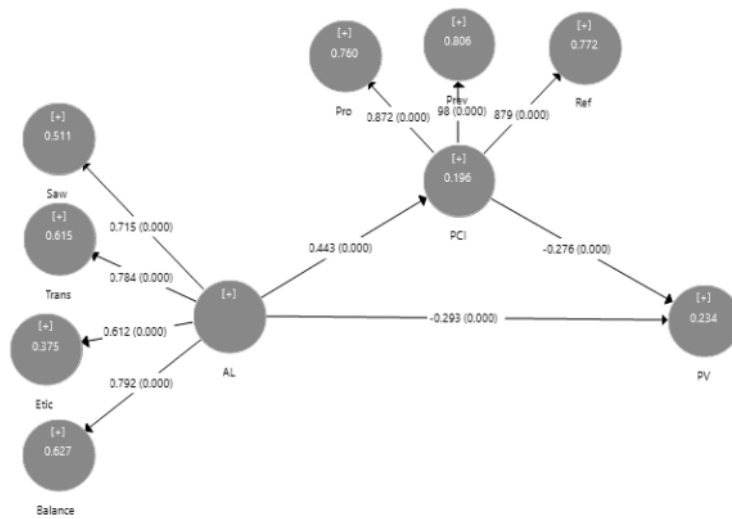
In addition, the researcher also explored the relationship between Authentic Leadership and the Proactive Coping Inventory dimension and its implications for Psychological Vulnerability. The results of data analysis show that Authentic Leadership on the Proactive Coping Inventory dimension is proven to be significant with the respective coefficient values of 0.417 [p-value = 0.000], 0.382 [p-value = 0.000], and 0.403 [p-value = 0.000]. Different results show the effect of the Proactive Coping Inventory dimension on Psychological Vulnerable, where only the proactive dimension is significant with a coefficient value of -0.306 and a p-value of 0.000. The Preventive Dimension of Psychological Vulnerable is not significant, with a coefficient value of -0.306 and a p-value of 0.637. Moreover, the Reflective dimension of Psychological Vulnerable is insignificant, with a coefficient value of -0.096 and a p-value of 0.368, as seen in Figure 2.

Figure 2. The results of the exportation of the Proactive Coping Inventory dimension relationship
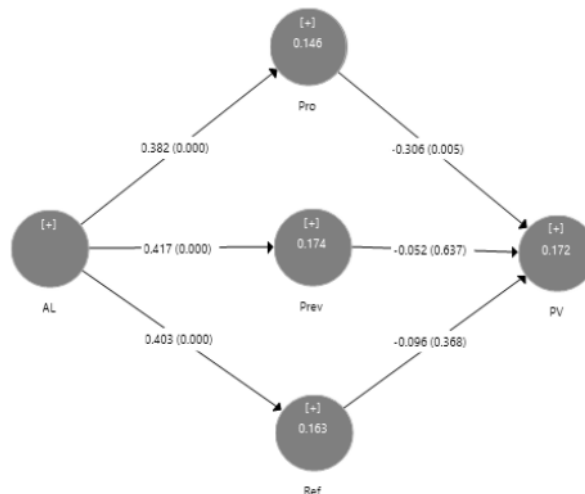
Discussion

The results of data analysis showed that the first hypothesis, namely, the more effective authentic leadership, the better the employee's proactive coping, proved significant. The calculation results indicate that authentic leadership can increase the ability of employees' proactive coping behavior in dealing with stress caused by unknown threats. This research is in line with research by Wang & Xie (2020), which shows that the effectiveness of authentic leadership can improve employee behavior in managing emotions related to threats that occur in the workplace. Referring to the results of the exploration of the proactive coping dimension, as table 3 shows, the effectiveness of authentic leadership can increase proactive coping behavior by actively encouraging employees to deal with the stress they experience during the Covid-19 pandemic. The effectiveness of authentic leadership can also improve employee preventive coping behavior, where the role models and directions by the leader encourage employees to anticipate possible threats that will come. This study agrees with Stander, De Beer & Stander (2015) research, which shows that authentic leadership can increase employee confidence and a sense of optimism in the workplace. Leaders can provide information disclosure that reflects themselves to encourage employees' reflective coping behavior. Leaders' openness and ethics can provide employees input in scenarios for various possibilities that will occur in the future in connection with uncertain threats. This study aligns with Li et al. (2021), who prove that information disclosure is essential for overcoming uncertain situations. The results of this study indicate that the leader provides information objectively to allow employees to be able to consider their behavior with the principle of prudence. The balance of information carried out by leaders can encourage employees to be creative in overcoming obstacles in the workplace. (Imam, Naqvi, Naqvi & Chambel, 2020)

The data analysis also shows that the second hypothesis, namely that the better the employee's proactive coping will decrease the psychologically vulnerable employees, is significant. Based on the results of data analysis, it knows that the higher the proactive coping behavior of employees, the lower the level of psychological vulnerability they face during the COVID-19 pandemic. This study supports Altan-Atalay & Zeytun (2020), who proved that individual proactive behavior is closely related to stress and anxiety levels. Referring to the results of the exploration of the effect of the proactive coping dimension it shows that only the proactive dimension affects the level of employee psychological vulnerability. In contrast, the reflective and preventive dimensions do not affect the employee's psychological vulnerability. The study results are in line with research conducted by Almassy et al. (2014) and Li & Miller (2017), which showed that proactive coping strategies were related to individual levels of anxiety and vulnerability and proactive coping showed a more significant relationship than other dimensions. For this reason, it is necessary to have a solution for employees to improve their preventive and reflective behavior provided by the organization.

This study indicates that proactive coping behavior can reduce the psychological vulnerability of employees during the COVID-19 pandemic. With adequate employee proactive coping skills, employees can increase their low self-esteem to cope with the impact of COVID-19, where employees will feel confident in overcoming problems that arise when completing tasks and work at work. Good stress management character by employee coping behavior who likes challenges to solve problems when situations are uncertain. Çutuk & Aydoğan (2019) showed that with a high level of emotional control, employees have a significant effect on psychological vulnerability. Employees accumulate their internal resources to face threats into opportunities to increase the sense of meaning in life when facing uncertain conditions. This condition shows that coping

behavior is closely related to the domain of good self-regulation to cope with stress related to anxiety which tends to be rigid and inflexible. Hyun & Ku (2020) showed the results of reducing anxiety and increasing the meaning of life with good proactive behavior. Proactive coping ability is also closely related to the individual's ability to avoid unwanted personal events related to his psychological vulnerability. (Bhattacharyya, Namdeo & Dwivedi, 2018)

Likewise, with the third hypothesis, the more effective authentic leadership, the lower the psychologically vulnerable employees will prove significant. Indications of the effectiveness of authentic leadership can decrease the psychological vulnerability of employees, namely, the ability to have high moral standards can be a role model for subordinates to be more positive in overcoming various problems in the workplace. Gaddy, Gonzalez, Lathan & Graham (2017) research indicates that employees who have a high level of psychological vulnerability need to be direct by giving concrete examples shown by the leader's behavior in dealing with conditions when uncertain conditions occur. The effectiveness of authentic leadership reflects in the existence of a work atmosphere that encourages the creation of a conducive work climate to overcome various obstacles within the organization. In line with the research of ul Haque, A., Sher, A., & Urbański, M. (2020), which indicates that effective, authentic leadership can overcome various stress problems in the workplace and impact employee work effectiveness. Sidani & Rowe's research (2018) shows that consistent moral standards applied in organizations reflect an authentic leadership approach. Authentic leadership emphasizes building the legitimacy of leaders through honest relationships with subordinates and being able to appreciate input from subordinates so that it is possible to have an attitude of optimism to overcome various obstacles in work. (Laguna, Walachowska, Gorgievski-Duijvesteijn & Moriano, 2019) With working conditions that support an improved work climate, it can reduce the psychological vulnerability of employees, where employees will not feel inferior in overcoming work problems during the COVID-19 period. It hopes that the existence of authentic leadership can trigger positive employee perceptions of vulnerability and psychological anxiety so that they can overcome various obstacles in completing work during crises and unexpected situations in the workplace.

Conclusion and Recommendation

The researcher proposes a theory development model based on a literature review to complete the research gap in the study of authentic leadership, proactive coping, and psychological vulnerability. The study results indicate a close relationship between authentic leadership, proactive coping, and psychological vulnerability. Actual results from this study indicate that the effectiveness of authentic leadership can improve employee stress management abilities and reduce employee psychological vulnerabilities when facing uncertain situations such as the COVID-19 pandemic. Psychological vulnerabilities of employees, such as feelings of inferiority, can be overcome with proactive coping behavior of employees, where employees are optimistic in dealing with obstacles that occur when conditions are not expected. The ability to manage stress well and supported by a leader who can create a conducive work climate and high moral and ethical standards can reduce the impact of the threat of an uncertain situation. A balanced disclosure of information between leaders and subordinates and examples of behavior that can use as role models for subordinates is one crucial aspect of dealing with uncertain situations in the future.

This researcher still has several shortcomings where the researcher only predicts the theory development model so that the results of this study cannot be generalized. Further research is

needed to explore aspects of individual preventive and reflective coping behaviors and their relationship to psychological vulnerabilities to obtain a more comprehensive picture.

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