

## EXPLORING LEADERSHIP STYLE ON EMPLOYEE COMPETENCE: AUTHENTIC AND SERVANT LEADERSHIP ON WORKABILITY

Ester Manik<sup>1</sup>, Iwan Sidharta<sup>2</sup>, Tini Supartini<sup>3</sup>  
Sekolah Tinggi Ilmu Ekonomi, Pasundan, Bandung, Indonesia<sup>1,2,3</sup>  
ester@stiepas.ac.id<sup>1</sup>, i\_sidh@stiepas.ac.id<sup>2</sup>, tini@stiepas.ac.id<sup>3</sup>

### Abstract

*The workability of an employee in a company or organization has an essential role in achieving organizational goals. Therefore, various efforts need to increase the workability of employees to an optimal level. One effort that needs improvement is to determine the ideal leadership style according to the characteristics of employees so that they are more optimal in carrying out their duties and responsibilities so that their abilities are maxim. Authentic leadership and servant leadership styles can significantly change employee work abilities. In this study, the respondents were all field employees in one of the electricity generation sectors, totaling 566 employees. The analytical method used is a different pair t-test with this test, which aims to see how the changes made by the two leadership styles improve employee performance.*

**Keywords :** *authentic leadership style, servant leadership style, workability.*

### Abstrak

Kemampuan kerja seorang pegawai dalam sebuah perusahaan atau organisasi memiliki peranan yang penting untuk mencapai tujuan organisasi. Oleh karena itu beragam upaya perlu dilakukan untuk meningkatkan kemampuan kerja pegawai hingga pada level yang optimal. Salah satu upaya yang dapat dilakukan adalah dengan menetapkan gaya kepemimpinan yang ideal dan sesuai dengan karakteristik pegawai sehingga mereka lebih maksimal dalam menjalankan tugas dan tanggung jawabnya sehingga kemampuan mereka diharapkan dapat lebih dimaksimalkan. Gaya kepemimpinan otentik dan gaya kepemimpinan melayani disinyalir mampu memberikan perubahan yang signifikan terhadap kemampuan kerja pegawai. Dalam penelitian ini responden adalah semua pegawai lapangan di salah satu sector pembangkit energi listrik sebanyak 566 orang pegawai. Metode analisis yang digunakan adalah dengan uji beda paired t test dengan pengujian tersebut diharapkan dapat melihat sejauh mana perubahan yang dibentuk oleh kedua gaya kepemimpinan dalam meningkatkan kemampuan kerja pegawai.

**Kata kunci :** kepemimpinan otentik, kepemimpinan melayani, kemampuan kerja.

### INTRODUCTION

Human resources in a company is a precious and significant asset, so it makes various efforts to maximize employee capabilities to achieve company goals effectively and efficiently. (Ulrich & Dulebohn, 2015) In today's modern era, human resources have a crucial role where human resources are required to do a variety of existing jobs using the systems available at the company. (Rana, Sharma & Goel, 2019) This condition impacts the increasingly high demands of the company on every existing human resource to be able to carry out the company's activities optimally—especially human

resources who have a role in the engineering field or the field section. This demand seems to be getting stronger, pushing companies to carry out various policies, one of which is an employee outsourcing policy. Aims to drive productivity and meet skills needs—employees who can carry out work by the standards expected by a company. (Kaliannan & Adjovu, 2015) Private companies engaged in the natural energy sector namely companies that carry out their activities in building power plants. Namely, companies that carry out their activities in building power plants. Companies that carry out their activities in building power plants. Of course, employees

---

expect reliable work skills and use modern technology to support the company's activities in building power plants in the country. However, in reality, this condition is still not to the company's expectations, where the average existing employee does not have the workability as expected. This condition forces companies to outsource employees by bringing in employees from China to meet the needs of employees who have special abilities in operating heavy machine equipment with relatively modern technology. This condition is, of course, felt to be quite a burden for the company. Therefore, a natural solution is needed to increase the work capabilities of existing local employees so that they can operate heavy equipment with this modern technology in the future.

To improve the ability of employees in an organization, the role of a leader is quite significant, especially the leadership style he brings will provide real and significant changes to the ability of employees. Under these conditions, the leadership style applied will color an organization and affect its employees. Employees act by what is desired by the leader. (Mikkelson, York, & Arritola, 2015) So thus, in an organization, a leadership style needed that is appropriate to the character and culture of the organization. So it can provide self-confidence and build employee morale to want to make fundamental changes to their quality. So that later they can work. as expected by the company. (Hogan, Curphy, Kaiser & Chamorro-Premuzic, 2018)

In the era of the industrial revolution 4.0 as it is today, the role of a leader is not only as a person responsible for every work done in an

organization, but a leader must be able to build a strong character in the organization. So, a leader has a strong character and uniqueness that distinguishes him from other leaders. (Renjen, 2019) So that the leadership style he uses has a solid appeal to the attention of people in the organization so that it is easier to move them to carry out what the leaders want in achieving their goals. (Mai, Nguyen, Nguyen & Tran, 2021)

Authentic leadership is a new leadership style that emphasizes the vital characteristics of a leader so. With an authentic leadership style, a leader prioritizes ethics, morality, and open communication between leaders and subordinates. So that leaders can find out the things that are obstacles and also the needs of subordinates more quickly because of such patterns of interpersonal communication. Forming both allows leaders to know in detail the problems and solutions to overcome problems that arise. (Fusco, O'Riordan & Palmer, 2015). In this way, it aims to build a strong character from a leader in his employees so they can increase their self-confidence. Then they have the confidence to follow directions and are more enthusiastic in carrying out orders from their leaders because they have built solid interpersonal communication within themselves. (Hsieh & Wang, 2015; Jiang & Men, 2017; Aponte-Moreno & Koulouris, 2017)

One other leadership style considered suitable to be applied in today's modern era is the servant leadership style. The servant leadership style is a modern leadership style that focuses on the ability of a leader to provide service to each of his subordinates. He aims to understand the character of his subordinates and do the right

---

thing—deeming it valuable for his subordinates so that they want to work together in achieving the goals desired by their leaders. (Eva, Robin, Sendjaya, Van Dierendonck & Liden, 2019) This servant leadership is a form of leadership that is sincere and places the needs of its subordinates as a top priority so that they will ultimately support every policy and strategy implemented by the leader. (Gotsis & Grimani, 2016; Green, Rodriguez, Wheeler & Baggerly-Hinojosa, 2015; Gandolfi & Stone, 2018; Hoch, Bommer, Dulebohn & Wu, 2018)

Therefore, in this study, the author tries to analyze the right leadership style to be applied to one of the companies in the field of power generation. To improve the workability of employees so that by applying the right leadership style, the company can more easily direct employees to improve their workability so that in the future, the company will no longer need to outsource employees from China to operate the machines used in building power plants in various regions of the country.

## METHOD

This study used a sample of all company employees in the electricity generation sector who worked in the field or as field workers, totaling 566 employees. The number of samples used will be divided into two groups. Later, each group will get a working atmosphere with an authentic leadership style and another with a servant leadership style. In the early stages of this research, it will test the ability of employees based on the item indicators proposed by Sutermeister 1976; Wanous, 1974; Sidharta & Lusyana, 2014; Sidharta, 2018 namely

knowledge and skills where knowledge is measured based on: the level of formal education it has, the technical training it has attended, the ability to master a job—at the same time, measuring skills with the following indicators: technical instructions for work and thoroughness in completing work. The results of this initial test will be the basis for the primary assessment before the two groups get a working atmosphere with their respective leadership styles previously determined.

The analytical method uses a different test from the paired t-test method. Later, this research will compare employees' abilities before getting a working atmosphere with an authentic and serving leadership style and after employees get a lively working atmosphere with an authentic and servant leadership style.

## RESULTS AND DISCUSSION

In the early stages of this study, researchers tested employees in a company in the electric power generation sector, as many as 566 employees, by giving a workability test based on the knowledge and skills they had where the indicator used in this test was the level of formal education they had, the technical training he has attended, the ability to master the job, the technical instructions, and the thoroughness in completing the job. From the results of the initial tests carried out, there are the following test results:

Table 1. Initial Ability Test

No	Indicator	Test Score (%)
1	Formal Education Level	42

---

2	Attended Technical Training	56
3	Ability to Master Work	37
4	Job Technical Instructions	55
5	Accuracy in Completing Work	54

The results of the initial ability test show that the average employee in terms of formal education level with an assessment of the desire to continue to a higher level of education is 42%, meaning that the average employee is reluctant to continue to a higher level of education. From a technical training perspective, those following the average employee are only 56% with an assessment of the five types of basic training. Employees tend only to attend a few crucial pieces of training that have been attended and provided by employees by the company for various reasons. The ability to master work with an assessment of the ability to operate types of machines, type a, modern technology, and type b, old technology, obtained a score of 37%, meaning that the average employee cannot yet operate different types of machines. In the aspect of technical work instructions, with an assessment of the ability of employees to understand the technical instructions given by leaders in the field, they get a score of 55%, meaning that not all employees can understand the technical instructions given by leaders in the field. As well as accuracy in completing work by evaluating employees' work results in carrying out their duties and functions getting a score of 54%. This condition shows that the results of the employee's work have yet to meet the company's expectations, which wants the final results to reach 87% of the expected conditions.

Furthermore, there are two groups of employees. Each group gets a working atmosphere with a different leadership style. In group 1, as many as 283 got a working atmosphere with an authentic leadership style. As many as 283 other employees joined group 2 with a working atmosphere with a serving leadership style where each group gets a working atmosphere with that leadership style for four months each. After four months, the same test is repeated as the initial test, emphasizing five indicators measuring employee work ability. The results appear in each table 2 and table 3, representing the results of authentic leadership style and leadership style that increase the workability of the employee. Getting results:

Table 2. Ability Test After Getting a Work Atmosphere with an Authentic Leadership Style

No	Indicator	Test Score (%)
1	Formal Education Level	73
2	Attended Technical Training	68
3	Ability to Master Work	72
4	Job Technical Instructions	81
5	Accuracy in Completing Work	77

The results of the research in table 2 show that there was a significant increase in the ability of employees within four months of getting a working atmosphere with an authentic leadership style. In general, employees can understand what is directed by the leadership in the field and understand these technical instructions in more depth so that they can apply them better. The second aspect that gets the highest increase is the accuracy of employees in completing work, with

---

a score of 77%. This condition shows that interpersonal communication can improve when employees begin to understand what they have to do and how the company expects the results of what they do.

The third highest increase was in the employee's formal education level. Where the average employee has a strong desire to continue their education to a higher level, this shows that almost 73% of existing employees register to continue to a higher level, namely a higher level of education and their character in their current job. Overall, the authentic leadership style can change employees' mindsets to want to work harder. In addition, leaders can establish better communication so that they understand the difficulties of employees in the field and try to find solutions so that employees' understanding of work gets better and develops. As for group 2, which got a working atmosphere with a servant leadership style where the results of the research conducted are as follows in table 3:

Table 3. Ability Test After Getting a Work Atmosphere with Servant Leadership Style

No	Indicator	Test Score (%)
1	Formal Education Level	62
2	Attended Technical Training	74
3	Ability to Master Work	81
4	Job Technical Instructions	71
5	Accuracy in Completing Work	68

Based on research results with a servant leadership style, employees experience a significant increase in workability compared to before. A significant increase was felt in the

ability to master the job with a score of 81%, meaning that employees with a servant leadership style experienced quite a drastic change in mindset. Where employees want to work harder in learning operational machines, both type A and type B, so they appear to be faster. Improve in terms of ability to master the job given. At the same time, the third factor that experienced a significant increase was the technical training that had been present, with a score of 74%. After being led by a servant leadership style, there is a tendency to attend various basic training provided by the company, where employees seem more enthusiastic and confident to take part in the training.

The tests showed a significant increase in both the authentic and servant leadership styles. Under these conditions, employees can receive this leadership style well and try hard to improve their abilities, especially in vital aspects. Therefore, the next researcher confirmed the test results with statistical results using different test methods. Therefore, do the first different test by looking at the results of an authentic leadership style as shown in table 4 below:

Table 4. Test Results Test Different Authentic Leadership Styles

Paired Samples Statistics						
		Mean	N	Std. Deviation	Std. Error Mean	
Pair 1	Pre Test	48,8000	5	8,70057	3,89102	
	Authentic Leadership Styles	74,2000	5	4,96991	2,22261	
Paired Differences						
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference	Sig. (2-tailed)
					Lower Upper	

Paired 1	Pre Test - Authentic Leadership Styles	-25,40000	8,79204	3,93192	-36,31676	-14,48324	-6,460	4	,003
----------	--	-----------	---------	---------	-----------	-----------	--------	---	------

Based on the test results through SPSS with the paired t-test different test method, the results showed that the average ability of employees with an authentic leadership style obtained a result of 74.20. Furthermore, the results obtained a significance of 0.003, which shows a number smaller than 0.05. These conditions indicate that the authentic leadership style has a significant effect on improving the ability of company employees.

While the results of testing the servant leadership style on workability carried out in group 2 obtained the following results in table 5:

Table 5. Test Results Test Different Styles of Servant Leadership

Paired Samples Statistics											
		Mean	N	Std. Deviation	Std. Error Mean						
Paired 1	Pre Test	48,8000	5	8,70057	3,89102						
	Servant Leadership	71,2000	5	7,04982	3,15278						
Paired Samples Test											
		Paired Differences				T	df	Sig. (2-tailed)			
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference						
					Lower				Upper		
Paired 1	Pre Test - Servant Leadership	-22,40000	12,28007	5,49181	-37,64771	-7,15229	-4,079	4	,015		

Based on the results of the paired sample test shows that the serving leadership style gives an average level of employee work ability of 71.20.

Meanwhile, the results of paired differences show a significance value of 0.015 or below 0.05. This condition indicates that the serving leadership style significantly changes employee performance.

Based on the results of testing on the two leadership styles carried out, both authentic leadership and servant leadership have a significant impact on improving employee work abilities. However, authentic leadership seems more acceptable and suitable for improving employee work abilities. The test results show that the average workability shaped by an authentic leadership style scores 74.20. In contrast, the servant leadership style only gets a score of 71.20. Based on these conditions, the Authentic leadership style is more suitable and appropriate to be applied in this company to improve the workability of its employees.

## CONCLUSION

The research and testing results show that an ideal leadership style is needed to improve employees' workability. The test results show that for field employees in one of the power generation companies, the leadership style is considered more acceptable by the characteristics of employees. This condition strongly supports the test results, which show that the average increase in employee performance with an authentic leadership style is more significant than that with a serving leadership style. These conditions indicate that authentic leadership promotes morality, ethics, and interpersonal communication. In addition, it is considered capable of building a more conducive work situation and increasing employee morale so that

they appear to be more diligent, willing to listen to caring instructions, and more aware of self-improvement so that the impact on employee performance increases quickly. Therefore, the improvement experienced is also significant.

## REFERENCES

- Aponte-Moreno, M., & Koulouris, K. (2017). Cross-cultural Dimensions of Personal Stories in Communicating Authentic Leadership. In *Global and Culturally Diverse Leaders and Leadership*. Emerald Publishing Limited. <https://doi.org/10.1108/S2058-880120170000003003>
- Eva, N., Robin, M., Sendjaya, S., Van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The leadership quarterly*, 30(1), 111-132. <https://doi.org/10.1016/j.leaqua.2018.07.004>
- Fusco, T., O’Riordan, S., & Palmer, S. (2015). Authentic leaders are... conscious, competent, confident, and congruent: A grounded theory of group coaching and authentic leadership development. *International Coaching Psychology Review*, 10(2), 131-148.
- Gandolfi, F., & Stone, S. (2018). Leadership, leadership styles, and servant leadership. *Journal of Management Research*, 18(4), 261-269.
- Green, M. T., Rodriguez, R. A., Wheeler, C. A., & Baggerly-Hinojosa, B. (2015). Servant leadership: A quantitative review of instruments and related findings. *Servant Leadership: Theory & Practice*, 2(2), 76-96.
- Gotsis, G., & Grimani, K. (2016). The role of servant leadership in fostering inclusive organizations. *Journal of Management Development*. 35(8), 985-1010. <https://doi.org/10.1108/JMD-07-2015-0095>
- Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D. (2018). Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. *Journal of management*, 44(2), 501-529. <https://doi.org/10.1177/0149206316665461>
- Hogan, R., Curphy, G., Kaiser, R. B., & Chamorro-Premuzic, T. (2018). Leadership in organizations. In D. S. Ones, N. Anderson, C. Viswesvaran, & H. K. Sinangil (Eds.), *The SAGE handbook of industrial, work & organizational psychology: Organizational psychology* (pp. 269–288). Sage Reference.
- Hsieh, C. C., & Wang, D. S. (2015). Does supervisor-perceived authentic leadership influence employee work engagement through employee-perceived authentic leadership and employee trust?. *The International Journal of Human Resource Management*, 26(18), 2329-2348.
- Jiang, H., & Men, R. L. (2017). Creating an engaged workforce: The impact of authentic leadership, transparent organizational communication, and work-life enrichment. *Communication research*, 44(2), 225-243. <https://doi.org/10.1177/0093650215613137>
-

- Kaliannan, M., & Adjovu, S. N. (2015). Effective employee engagement and organizational success: a case study. *Procedia-Social and Behavioral Sciences*, 172, 161-168. <https://doi.org/10.1016/j.sbspro.2015.01.350>
- Mai, K. N., Nguyen, T. T. T., Nguyen, P. N. D., & Tran, K. T. (2021). Intra-Organizational Factors Affecting Business Performance: An Empirical Study in Vietnam. *The Journal of Asian Finance, Economics and Business*, 8(10), 119-128. <https://doi.org/10.13106/JAFEB.2021.VOL8.NO10.0119>
- Mikkelsen, A. C., York, J. A., & Arritola, J. (2015). Communication competence, leadership behaviors, and employee outcomes in supervisor-employee relationships. *Business and Professional Communication Quarterly*, 78(3), 336-354. <https://doi.org/10.1177/2329490615588542>
- Rana, G., Sharma, R., & Goel, A. K. (2019). Unraveling the power of talent analytics: Implications for enhancing business performance. In *Business Governance and Society* (pp. 29-41). Palgrave Macmillan, Cham.
- Renjen, P. (2019). How leaders are navigating the Fourth Industrial Revolution. *Deloitte Review*, 24(1), 39-43.
- Sharma, A., & Bhatnagar, J. (2017). Talent analytics: A strategic tool for talent management outcomes. *Indian Journal of Industrial Relations*, 52(3), 515-527.
- Sidharta, I. (2018). Behavior performance: a validity of performance management behavior questionnaire (PBQ) instrument. *Jurnal Computech & Bisnis*, 12(2), 171-178.
- Sidharta, I., & Lusyana, D. (2014). Analisis faktor penentu kompetensi berdasarkan konsep knowledge, skill, dan ability (KSA) Di Sentra Kaos Suci Bandung. *Jurnal Computech & Bisnis*, 8(1), 49-60.
- Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR?. *Human Resource Management Review*, 25(2), 188-204. <https://doi.org/10.1016/j.hrmr.2015.01.004>
- Wanous, J. P. (1974). A causal-correlational analysis of the job satisfaction and performance relationship. *Journal of Applied Psychology*, 59(2), 139.
-