Authentic Leadership and Human Resources Role for Future Work

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ABSTRACT

Authentic leadership is a style of leadership that emphasizes openness, sincerity, and honesty. Authentic leaders cultivate real relationships with their people by instilling trust and building a healthy work environment. Evaluating the publicly stated efforts of one world leader in terms of his ability to demonstrate his authentic leadership attributes during the COVID-19 pandemic response. Using existing literature, this article explores how his attitude has helped or hampered his leadership responsibilities. Furthermore, leadership is intimately tied to human resource management, particularly in terms of reacting to the future of work. The term "future of work" refers to a well-informed view of what companies and other organizations need to know about how work can change as a result of digitalization and other developments, as well as how workforces and workplaces should prepare for such changes. Organizations researching the post-COVID-19 future of work must customize their approach to their own circumstances. Therefore, this article also discuss the function of human resources in the workplace of the future.

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1. Introduction

Leadership is a well-researched topic that has attracted the attention of both academics and practitioners (Lawrason et al., 2023; Vaid et al., 2023). Different perspectives, such as traits, behavior, contingency or situational, and contemporary, have been used to understand leadership (Stice, 2023). These perspectives have given rise to various theoretical models, some of which contradict each other. Although these models have slight variations in their approach to structure, judgment, orientation, interpersonal interactions, support, and decision-making, they also share commonalities (Beckham et al., 2023; Wang, 2023).

Ongoing research and studies in the social science field focus on leadership from a contemporary perspective (Klonek et al., 2020). This approach, also known by various names such as the "next leadership theory" and a component of a newly developed strategy, gained recognition in the late 1980s. Management specialists like Stoner, human behaviorists like Newstorm and Davis, and experts in organizational behavior and management like Robbins have contributed to this contemporary approach.

In a contemporary perspective, charismatic leaders (Barisione, 2023) will form more mutualistic influencers through legitimate institutions (Joosse & Zelinsky, 2023). The models

associated with these approaches are still evolving and will continue to develop according to Gustiawan (2021).

Value-based leadership is one of leadership theories that have also been developed with a contemporary approach, among others: transformational, transactional, charismatic, and self-leadership. A leader with a moral and ethical grounding in conduct is what experts refer to as a value-based leader (Robinson et al., 2022). Beside authentic leadership, examples of this type of leadership include transformative (Chatterjee et al., 2023), servant, spiritual, and ethical leadership.

Avolio, Gardner, Walumba, Luthans, and May were the researchers who conducted the initial studies on genuine leadership around 2004 and 2005, as mentioned by Copeland (2014). Due to the lack of agreed-upon and standardized terminology in different publications, the concepts of value-based leadership, including authentic leadership, were included using the original phrases coined by these researchers. This leadership model is considered to be in its early stages of development, evolving alongside the expanding range of leadership concepts and approaches.

2. Literature Review

Authentic Leadership Concept

The definition of authentic leadership proposed by scholars evolved as the concept of AI does. Over times, several definitions of leader authenticity, or authentic leadership, have been put forth. (Gardner, et al., 2011) have been summarized the definitions from Rome and Rome (1967), Henderson and Hoy (1983), Bhindi and Duignan (1997), Begley (2001), George (2003), Luthans and Avolio (2003), Avolio, Luthans et al. (2004) as cited in Avolio, Gardner et al. (2004), Begley (2004), Ilies et al. (2005), Shamir and Eilam (2005), George and Sims (2007), and Walumbwa et al. (2008), Whitehead (2009).

In authentic leadership development model, Luthans & Avolio (2003) stated the features of authentic leadership, those are: confident, hopeful, optimistic, resilient, transparent, moral, ethical, future-oriented, and associate building. Organizations benefit greatly from employees who have authentic leadership. One of the characteristics of authentic leadership is an organization that has creative employees (Domínguez-Escrig et al., 2023). Employee creativity can support organizations to compete in a rapidly changing environment (Mai et al., 2023; Sumanth et al., 2023). In addition, the promotion of employee participation is strongly supported by an authentic leadership development model (Jang et al., 2023; Ribeiro et al., 2018). Those all come from positive psychological capacities (life experience), positive organizational context (vision, strategy and culture), that all together form the positive self-development (self-awareness and self-regulation). Furthermore, previous study identified the components of authentic leadership: positive psychological capital, positive moral perspective (Frömmer et al., 2021), leader's self-awareness (Brewer & Devnew, 2022), leader's self-regulation, leadership process behavior, follower self-awareness (Gardner et al., 2005), follower self-regulation, follower development, organizational context, and veritable and sustained performance beyond expectation.

Authenticity is a key characteristic of an authentic leader. It involves consistently aligning one's actions with inner values while acknowledging and embracing personal thoughts, feelings, needs, wants, and preferences. Authentic leaders possess awareness regarding their own values, moral perspectives, knowledge, and strengths (Zeb et al., 2020). They also exhibit self-confidence, hopefulness, resilience, and moral integrity. Authentic leadership is a foundational concept that may encompass other leadership philosophies such as charismatic, transformative, integrity, and ethical leadership.

The long study of AI mentioned above has focused more on consequences, very few have attempted to elaborate on predictors. It is believed that the Big Five personality traits can be a predictor for authentic leadership. The Big Five traits are extroversion, agreeableness, consciousness, openness to experience and neuroticism (Chaudhary & Panda, 2019; Meskelis & Whittington, 2020; Nübold et al., 2020). Detailed factors of each personality are:

1. Extroversion: warmth, gregariousness, assertiveness activity, excitement seeking, positive emotions

2. Agreeableness: trust, straightforwardness, altruism, compliance, modesty, tender mindedness
3. Consciousness: competence, order, dutifulness, achievement striving, self-discipline, deliberation
4. Openness: fantasy, aesthetics, feelings, actions, ideas, values
5. Neuroticism: anxiety, angry hostility, depression, self-consciousness, impulsiveness, vulnerability

Perhaps by using the Big Five personality traits, one's authentic leadership behavior can be practically explained. It is important to assess a leader's ability to demonstrate authentic leadership qualities throughout the COVID-19 epidemic.

3. Discussion

Joko Widodo's Authentic Leadership: A Remarkable Response to the COVID-19 Pandemic

True leaders emerge in times of crisis, displaying unwavering determination, compassion, and a genuine dedication to their people. Joko Widodo, the seventh President of Indonesia, has exemplified these characteristics throughout his tenure, especially in his unwavering response to the unprecedented COVID-19 pandemic. These principles are embodied in Jokowi's leadership style, garnering him respect both domestically and internationally. His leadership during the COVID-19 pandemic has been lauded. These are Jokowi's responses to the COVID-19 epidemic:

1. Extroversion by Swift Decision-making: Jokowi's extroversion was on display in his proactive and resolute response to the pandemic. In response to an escalating crisis, Jokowi promptly implemented measures to safeguard the health and safety of his nation. In addition, he imposed emergency measures until July 20, 2021, in order to contain an exponential increase in coronavirus cases that had strained the medical system, such as restricting mobility and closing non-essential offices (Human Right Watch, 2021). His decisiveness in instituting travel restrictions, establishing quarantine protocols, and implementing widespread testing ensured that the virus was quickly contained. His outgoing personality enabled him to effectively explain his goals and strategies to the public, instilling confidence, and a sense of solidarity among Indonesians.
2. Agreeableness by Empathy and Support for the Vulnerable: Jokowi's agreeableness was apparent in his sensitive and empathetic approach to the situation. He prioritized the needs of society's most vulnerable segments, creating targeted social assistance programs and promising increased aid to individuals afflicted by the pandemic. Authentic leaders possess empathy and a profound comprehension of the requirements of their constituents. Jokowi pledged additional aid to those afflicted by COVID-19, including the provision of food for the needy (Setijadi, 2021). By instituting targeted social assistance programs, he displayed his concern for the most vulnerable members of society to gain trust from society.
3. Consciousness by Prioritizing Healthcare Infrastructure: Jokowi's consciousness was important in his response to the pandemic. He, recognizing the imperative need for a robust healthcare system, prioritized the improvement of Indonesia's healthcare infrastructure. He allocated resources to increasing hospital capacity, assuring adequate medical supplies, and enhancing testing capabilities. As the government continues its efforts to control COVID-19, he pledged to continue expansive government spending policies in Indonesia to bolster social and economic recovery, with the healthcare sector among the priorities (Soeriaatmadja, 2021). By investing in the nation's healthcare system, he demonstrated a sincere dedication to safeguarding the health of Indonesian citizens.
4. Openness by Effective Communication: Effective communication is one of the hallmarks of genuine leadership. In his response to the COVID-19 outbreak, Jokowi demonstrated his openness to new ideas and experiences. Jokowi recognized the need of direct, transparent communication during a crisis by being educated and up to speed on scientific breakthroughs and incorporating the most recent research and recommendations into his decision-making process. He utilized public addresses to inform the public about the pandemic. For instance, in

his speech on June 1, 2020, he emphasized the significance of the Pancasila ideology to the nation's survival and the need for diligence during the pandemic (Muqit, et al., 2022). This strategy instilled confidence, reducing the population's dread and confusion.

5. Neuroticism by Collaborative Approach: Neuroticism refers to the inclination or tendency to experience negative emotions, such as anxiety and stress. While Jokowi faced enormous obstacles and uncertainty during the pandemic, his leadership displayed resilience and calm. On the other hand, Joko Widodo understood the significance of collaboration in navigating the complex challenges posed by the pandemic. Therefore, the government of Jokowi collaborated with high-income nations, including Japan and South Korea, to increase the global supply of personal protective equipment (PPE) and other products required for COVID-19 through joint production (Setijadi, 2021). Despite the pressure and potential negative outcomes, he reinforced the notion that collective action and solidarity were essential to overcoming the crisis.

Human Resources Roles in the Future Work

Along with the importance of leadership in reacting to the post-covid-19 environment, the role of human resources in future work must be considered (Makridis & Han, 2021). In today's rapidly changing environment, the future of employment has become a topic of utmost importance for businesses worldwide (Davidescu et al., 2020; Raed et al., 2023). The emergence of digitization, technological advancements, and the transformative impact of the COVID-19 pandemic have shifted the operational paradigm of businesses (Bamel et al., 2022). As businesses navigate these changes, it is crucial that they comprehend the significance of Human Resources (HR) in shaping and preparing for the future of work.

HR is the most significant and valuable asset of an organization (Apascaritei & Elvira, 2021). Human resource practices play a crucial role in managing the workforce by reducing disparities and attracting, developing, retaining, and motivating employees. Turnover is a significant issue in the discipline of HRM (Memon et al., 2021). HR, traditionally responsible for personnel management and administrative duties, is now assuming a pivotal role in guiding organizations through this period of transformation. In the post-COVID-19 era, HR professionals are expected to comprehend the profound impact of digitization and other trends on the dynamics of the workplace. They must alter their strategies to assist organizations in capitalizing on the potential of these changes and fostering an environment that is aligned with the changing requirements of the workforce.

The future of work requires a comprehensive strategy that goes beyond technological adaptation. HR plays a vital role in recognizing the unique context of each organization, comprehending the diverse requirements and aspirations of the workforce, and designing strategies that promote resilience, flexibility, and agility. To maintain relevance in the future of work, HR departments must adapt (Aghazadeh, 2003; Latukha & Malko, 2019). As organizations explore the post-COVID-19 future of work, HR's role extends to digital transformation, talent analytics, and employee experiences.

Digital Transformation: A New Approach in the Future Work

Digital transformation is reshaping organizations in the future of work, with significant effects on human resources (Al-Alawi et al., 2023; Strohmeier, 2020). HR professionals play an essential role in promoting digital transformation within their organizations, and their participation is crucial in a number of key areas. To promote future organizational performance, HR leaders and professionals must first develop new skills and competencies. Human capital, intellectual capital, and knowledge are crucial components of a digital transformation strategy that contribute to obtaining a competitive advantage. HR practices and procedures must embrace digitalization, with the use of human resources information systems having the greatest impact.

Digital tools have been shown to increase the efficacy of HR departments in a variety of management and economic areas (Cubric, 2020). The incorporation of digital technologies, such as the use of big data, computer-assisted training, and artificial intelligence for personnel selection, improves HR processes. As digitization advances, human resource management is experiencing rapid growth. The three primary directions of HR digitization are the digitalization of individuals, work, and HR processes. Organizational, technical, and human variables impact the implementation and utilization of HR technologies (Capozza & Divella, 2019).

HR professionals must however find a balance between digital transformation and HR's fundamental human element. Despite the increasing incorporation of AI and automation into HR functions, technology should not completely supplant human interactions. The key to HR success is achieving a delicate balance between humans and machines. Despite the fact that technology improves efficiency, reduces bias, and increases the value of human resources, the human touch is indispensable (Gikopoulos, 2019).

To assure the success of digital transformation, a comprehensive approach is required. Instead of focusing solely on technology, many digital transformation projects fail due to a lack of comprehensive initiatives that incorporate people, culture, organizations, processes, business strategy, and objectives. HR can therefore make a significant contribution by aligning business objectives with transformation initiatives, fostering collaboration, and integrating data, knowledge, processes, and systems across the entire organization (Olsson & Bosch, 2020)(John et al., 2023).

Talent Analytics in the Future of Work

Significant transformations are occurring in the future of work, and Human Resources (HR) is at the vanguard of these changes. The effect of digitalization and talent analytics on the function of human resources is a topic of vital importance. Modern HR leaders are challenged to redefine how they organize, recruit, develop, supervise, and engage the workforce. Developing a talent strategy necessitates the consideration of numerous crucial factors. HR will be shaped primarily by organizational agility, disruption in careers and learning, talent management, reimagining performance management, and leveraging people analytics. HR analytics has emerged as a potent instrument, with analytical reasoning and forecasts driving decision-making processes. In some areas, algorithms and data-driven insights have diminished the need for human intervention, raising concerns about the accountability and responsibilities traditionally held by humans (Dsouza, 2019)(Sivarethinamohan et al., 2021).

Using advanced software tools and people analytics, HR can obtain valuable insights and improve the talent pool within organizations. HR professionals can compare the performance of team members and identify areas for talent development and structural improvement using framework-based analysis. This analytical approach enables human resources to identify top performers and assign roles more efficiently, resulting in highly effective teams. In addition, HR analytics can support talent management activities and transfer the focus to the individual level. This initiative goes beyond the traditional "war for talent" mentality and focuses on delivering stimulating work experiences that are tailored to the needs of each employee. Through the utilization of HR analytics, organizations can enhance the competencies of employees across a variety of job positions, thereby enhancing their overall performance (Vatousios & Happonen, 2021). The function of recruiters and talent acquisition teams has been drastically altered. They have become advisors and internal strategic partners aligned with the organization's objectives. The use of new media and technology to attract candidates has increased significantly, and social media platforms have acquired prominence in talent branding and attraction strategies. In this era of globalization, HR personnel play a crucial role in talent management decision-making processes. HR analytics provides valuable insights and enables HR personnel to make informed decisions regarding the enhancement of competencies and the allocation of resources (Walford-Wright & Scott-Jackson, 2018). HR professionals must leverage the power of analytics and technology to attract, develop, and retain top talent as the future of work continues to evolve. HR can promote organizational success by adopting a strategic approach and incorporating data-driven insights to shape the workforce of the future.

New Employee Experiences

In the future of work, the function of human resources will encompass employee experiences in addition to its traditional responsibilities. HR analytics plays a significant role in this, as it entails analyzing HR data to make data-driven decisions that improve various aspects of workforce administration. These decisions vary from succession planning and optimizing hiring practices to retaining a qualified workforce and measuring HR metrics such as employee engagement and

turnover. Software and tools for HR analytics contribute to the digitalization of HR processes, making them more seamless and efficient.

The digitalization of the workplace is an additional significant aspect of the future of work. By implementing digital technologies and tools, businesses can increase work efficiency, streamline communication, automate repetitive duties, and improve the employee experience overall. This digital transformation of the workplace plays an important role in HR branding, attracting and retaining talent. Digital technologies enhance the workplace by providing employees with a contemporary and convenient work environment. Utilizing digital tools, HR branding initiatives can generate branded content, offer training and development opportunities, motivate employees, and host online events.

The Internet of Things (IoT) and people analytics have additional implications for HR in the future of work. As traditional interaction methods give way to voice commands, gestures, and IoT devices, a plethora of people-related information becomes available for HR decision making. To effectively manage human resources, HR professionals must integrate technology and leverage IoT data to establish valuable connections between employees and their teams. IoT also facilitates collaboration via social media, enabling employees to share their perspectives and experiences.

In a digitalized and remote work environment, Artificial Intelligence (AI) is transforming employee expectations. HR can leverage AI to devise enhanced digital employee experiences. In recruitment, career development, and employee engagement, chatbots and virtual assistants are among the most prominent AI applications. Implementation of these AI tools necessitates cautious consideration of organizational requirements, concerns, and potential benefits. In addition, digital transformation, as powered by big data and AI technologies, is reshaping how businesses manage HR. HR executives understand the potential benefits of digital transformation for their organizations. They can transform HR functions, processes, and systems by leveraging digital platforms and applications. HR can also lead the digital transformation of the entire organization by nurturing a digital culture, establishing a digital workplace, and adopting digital management practices.

4. Conclusion

Academics and practitioners who strive to implement leadership practices in organizations have conducted extensive research on leadership. There have been numerous approaches to leadership theory, including trait, behavior, contingency/situational, and contemporary. Researchers have proposed authentic leadership, a concept that evolves with the concept of artificial intelligence. Those who possess a strong sense of purpose, uphold morally sound beliefs, comprehend their mission, demonstrate compassion when leading, cultivate enduring relationships, and exercise self-control and restraint are authentic leaders. Models for the development of authentic leadership include being confident, hopeful, optimistic, resilient, transparent, moral, ethical, future-oriented, and team-oriented. Due to the tension between job-based and authentic self, conflation of authentic leadership with honesty and sincerity, problems with positive framing, the origin of authentic leadership, popularization of the concept authenticity, and the philosophical foundation, the field of academic study concerning authentic leadership presents challenges and complexities.

During the COVID-19 pandemic, Joko Widodo, the seventh President of Indonesia, has demonstrated genuine leadership. Jokowi's extroversion helped quick decision-making, allowing him to implement timely steps to protect Indonesians' health and safety. His agreeableness shined through in his compassionate attitude, which prioritized support for society's most vulnerable members. Consciousness guided his focus on developing healthcare infrastructure, ensuring that the country was prepared to face the pandemic's problems. Jokowi's openness to new ideas and good communication encouraged public trust and transparency. Finally, his resilience and collaborative attitude revealed his ability to overcome uncertainty while emphasizing the significance of group action. but not showing neuroticism.

In terms of the future of work, digital transformation, talent analytics, and employee experiences are shaping the work. Human resource experts are crucial in managing these changes and preparing organizations. The workplace is being transformed by digital transformation, and HR must balance technology with human relationships. Using digital technologies boosts efficiency,

streamlines procedures, and improves decision-making. HR can make more informed decisions about personnel acquisition, development, and retention with the use of talent analytics. HR recognizes top performers, allocates resources effectively, and develops personalized work experiences by leveraging technological tools and data-driven insights. The emphasis on employee experiences highlights HR's expanding function. Human resource analytics quantifies and optimizes factors such as succession planning and employee engagement. Digitalization boosts productivity and communication. IoT and AI technologies provide HR with vital data and tools for decision-making and collaboration. To thrive in the future of work, HR must embrace digital transformation, and talent analytics, and prioritize employee experiences. By integrating these trends into strategies, organizations become resilient and agile.

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