



The Impact of Authentic Leadership and Emotional Labor on Employee Productivity in the Context of Modern Organizations: An Education Literature Review

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Abstrak

Penelitian ini membahas tentang dampak kepemimpinan otentik dan kerja emosional pada produktivitas karyawan dalam konteks organisasi modern melalui studi literatur. Penelitian ini bertujuan untuk memahami bagaimana kepemimpinan otentik dan kerja emosional dapat mempengaruhi produktivitas karyawan di organisasi modern. Metode yang digunakan dalam penelitian ini adalah studi literatur dengan mengumpulkan dan menganalisis jurnal, buku, dan artikel terkait tema yang dipilih. Dalam analisisnya, penelitian ini menggunakan pendekatan kualitatif dengan teknik content analysis untuk memahami hubungan antara kepemimpinan otentik, kerja emosional, dan produktivitas karyawan. Hasil dari penelitian ini menunjukkan bahwa kepemimpinan otentik dan kerja emosional memiliki dampak yang positif pada produktivitas karyawan di organisasi modern. Kepemimpinan otentik dapat membantu meningkatkan kepercayaan dan motivasi karyawan dalam mencapai tujuan organisasi, sementara kerja emosional dapat membantu karyawan mengatasi stres dan mempertahankan keterlibatan yang tinggi dalam pekerjaan mereka. Penelitian ini memiliki implikasi praktis yang penting bagi manajemen organisasi modern dalam mengembangkan strategi kepemimpinan yang efektif dan memperhatikan aspek kerja emosional karyawan untuk meningkatkan produktivitas dan kinerja organisasi secara keseluruhan.

Kata kunci: Kepemimpinan Otentik, Kerja Emosional, Produktivitas, Organisasi Modern.

Abstract

This research discusses the impact of authentic leadership and emotional work on employee productivity in the context of modern organizations through literature studies. This study aims to understand how authentic leadership and emotional labor can influence employee productivity in modern organizations. The method used in this research is a literature study by collecting and analyzing journals, books, and articles related to the chosen theme. In its analysis, this study uses a qualitative approach with content analysis techniques to understand the relationship between authentic leadership, emotional work, and employee productivity. The results of this study indicate that authentic leadership and emotional labor have a positive impact on employee productivity in modern organizations. Authentic leadership can help increase employee confidence and motivation in achieving organizational goals, while emotional labor can help employees deal with stress and maintain high engagement in their jobs. This research has important practical implications for modern organizational management in developing effective leadership strategies and paying attention to the emotional labor aspects of employees to increase productivity and overall organizational performance.

Keywords: Authentic Leadership, Emotional Work, Productivity, Modern Organizations.

INTRODUCTION

Research on employee productivity in modern organizations has become an important topic to discuss for several reasons. First, employee productivity is key to the success of a modern organization. Productive employees can enhance overall organizational performance and increase the organization's competitiveness in the market (Bahtiar et al., 2018; Hamdiyah et al., 2016; Sahzir et al., 2021). Second, authentic leadership and emotional labor have been proven to influence employee productivity. Research has shown that authentic leadership and emotional labor can motivate employees and enhance their performance (Dapu, 2015; Mayora & Purwanto, 2019; Subagio, 2017a). Third, despite the extensive research conducted in the field of authentic leadership and emotional labor, there is still a knowledge gap in this area, particularly in the context of modern organizations (Fiarini & Aisha, 2020; Ramadhanti et al., 2022; Sinaringtyas, 2020).

Several studies have examined employee productivity in three distinct aspects. First, authentic leadership encompasses concepts such as trust, transparency, fairness, and integrity. This research focuses on how leaders can build strong relationships with subordinates and enhance organizational performance through authentic leadership styles (Hayuningtyas, D. R. I., & Helmi, 2015; Suhartini, 2020; Wulandari, 2019). Second, emotional labor involves the emotional engagement of employees in their work, both positive and negative. This research focuses on how employees' emotions in the workplace can affect their performance, psychological well-being, and work-life balance (Amilia & Purnama, 2016; Assa, 2022; Subagio, 2017b). Third, research on the interaction between authentic leadership and emotional labor explores how authentic leaders can influence the level of employees' emotional labor and how employees' level of emotional labor can affect their perception of authentic leadership. It also involves how authentic leadership can strengthen employees' emotional attachment to the organization and enhance their performance (Kurniawan et al., 2019; Rivaldo & Ratnasari, 2020; Suhartini, 2020).

This research shares similarities with these three aspects, as it focuses on research in the areas of productivity and organizational performance. It also discusses employees'

emotional attachment to the organization, where employees who feel emotionally connected to the organization can enhance performance and productivity. However, the difference can be seen in its focus, as this research specifically targets employee productivity in modern organizations, a topic that has been rarely discussed in previous studies. This research explores how authentic leadership and emotional labor are interrelated in influencing employee productivity in modern organizations.

This research serves as a complementary study to previous research, evaluating various theories and research findings on authentic leadership and emotional labor to understand how the characteristics of authentic leadership and employees' emotional actions can influence employee productivity in modern organizations. In the complex context of modern organizations, where employees may experience high workloads and pressure to continually improve performance, this research can provide valuable insights into how leaders can build a supportive work environment that enables employees to manage their emotions, enhance their emotional attachment to the organization, and improve overall productivity and organizational performance. Additionally, it can provide recommendations for leaders and managers in modern organizations to enhance employee productivity and performance through authentic leadership and the management of employees' emotions.

This research is based on the argument that authentic leadership and emotional labor are considered important factors that can influence employee productivity. Authentic leadership, based on strong moral and ethical values, can help build a better work environment and motivate employees to perform better. On the other hand, employees who can effectively manage their emotions can enhance their performance and make greater contributions to the organization. This research will address the following questions:

1. What is the impact of authentic leadership on employee productivity in modern organizations?
2. What is the impact of emotional labor on employee productivity in modern organizations?

LITERATURE REVIEW

Authentic Leadership

According to Wulandari (2019), authentic leadership is a leadership style that focuses on the development of leadership qualities based on honesty, trust, integrity, and the development of authentic relationships (Wulandari, 2019). This leadership concept was popularized by Bill George in his book titled "Authentic Leadership" in 2003 (Tjiptono, 2018). Authentic leadership is based on the understanding that authentic leaders can demonstrate authenticity and integrity in their leadership, thereby building trust and engagement among their followers (Winbaktianur & Sutono, 2019). An authentic leader is also capable of recognizing and developing their own strengths and weaknesses, as well as motivating and guiding their followers to achieve common goals (Ihsan, 2021). Some characteristics of authentic leadership include demonstrating honesty and integrity, building strong relationships with followers, showing courage in making difficult decisions, demonstrating sincerity in motivating and guiding followers, and having a high level of self-awareness to recognize and develop their own strengths and weaknesses (Hayuningtyas, D. R. I., & Helmi, 2015; Mayora & Purwanto, 2019; Suhartini, 2020). Authentic leadership is also considered a leadership style that can create a positive and productive work environment, as well as promote individual growth and development among followers (Mayora & Purwanto, 2019).

Emotional Labor

Emotion is a psychological state that arises as a response to stimuli from the environment or an individual's experiences (Ratnaningsih, 2015). According to Rizaldi (2021), the concept of emotional labor refers to the way individuals manage and express their emotions in social and work situations (Rizaldi, 2021). It involves the ability to recognize, regulate, and express emotions appropriately in interpersonal relationships and the work environment. Individuals who are able to manage their emotions well tend to have better social skills and establish better relationships with others (Handiman et al., 2022). The concept of emotional labor also involves the ability to manage the emotions that arise during work, such as stress and fatigue, so that individuals can remain productive and focused on their tasks (Assa, 2022; Nurbaya, 2020).

Modern Organizations

According to Suhadi et al. (2018), an organization is an entity or group consisting of individuals or groups of individuals working together to achieve specific goals (Sahadi et al., 2020). In line with Ma'rifattullah (2016), the concept of modern organizations involves the use of advanced technology and management methods to enhance efficiency and productivity in achieving organizational goals (Ma'rifattullah, 2016). Examples of modern organizations in Indonesia include technology companies such as Go-Jek, Traveloka, and Tokopedia, which utilize modern technology to improve efficiency and facilitate customer access. These companies also often employ innovative management practices such as agile management and design thinking to enhance employee productivity and creativity (Abdul Wakil et al., 2022). Additionally, there are also modern non-profit organizations such as Kitabisa and Dompot Dhuafa, which utilize modern technology to facilitate fundraising and social assistance (Romindo et al., 2019). These organizations leverage social media and online platforms to raise awareness and public participation in their social campaigns.

RESEARCH METHOD

The research method used in this literature review is qualitative descriptive method. This study utilizes literature review to collect data and information on the impact of authentic leadership and emotional labor on employee productivity. Data and information are obtained from various literature sources such as journals, books, articles, and relevant scientific publications. The data collection process begins with identifying relevant keywords related to the research topic, such as authentic leadership, emotional labor, employee productivity, and other related topics. Subsequently, literature searches are conducted through online databases such as Google Scholar, ResearchGate, and ProQuest. Literature selection is carried out based on predetermined inclusion and exclusion criteria. The inclusion criteria include relevant literature publications related to the research topic, publications within a relevant time period, and containing accurate information. Meanwhile, the exclusion criteria include literature that is not relevant to the research topic, publications outside the relevant time period, and those that do not contain accurate information. After selecting the literature, the obtained data and information are qualitatively analyzed to identify themes and patterns in the literature related to the role of authentic leadership and emotional labor in enhancing employee productivity. Data

analysis also involves grouping information and classifying the obtained data. The results of the data analysis are then presented in the form of descriptive narratives, which include discussions on the role of authentic leadership and emotional labor in enhancing employee productivity. Conclusions and recommendations are also presented based on the findings from this literature review.

ANALYSIS AND DISCUSSION

Authentic Leadership and Emotional Labor

Authentic leadership and emotional labor have a close relationship in the context of a healthy and productive work environment (Oktarini, 2021; Suhartini, 2020; Suwanto, 2020). According to Hasiban & Bahri (2017), authentic leadership that promotes loyalty, transparency, empathy, and courage in decision-making can have a positive impact on employees' emotional labor (Hasiban & Bahri, 2018). In line with Sagala (2021), when a leader demonstrates honesty and transparency in their actions and words, it can help build trust and support from employees (Sagala, 2021). As a result, employees who trust their leaders are more likely to be open and display positive emotional labor (Sagala, 2021; Supriadi et al., 2022). Additionally, leaders who are empathetic and understand the feelings of employees can help reduce work-related stress and enhance employee well-being, which in turn can influence the emotional labor performed (Jafar Dalimunthe et al., 2022; Oemar & Gangga, 2017). On the other hand, positive emotional labor can also help improve the performance of leaders and create a better work environment (Assa, 2022; Nurbaya, 2020; Yani & Istiqomah, 2016). When employees can manage their emotions well, they are more likely to make better decisions, exhibit more effective teamwork, and enhance overall productivity. Thus, authentic leadership and emotional labor are interrelated in the context of a healthy and productive work environment.

Impact of Authentic Leadership on Employee Productivity in Modern Organizations

Authentic leadership is a leadership style focused on honesty, integrity, sincerity, and self-confidence in decision-making and leading people around them (Handiman et al., 2022; Mayora & Purwanto, 2019). Meanwhile, modern organizations are entities designed with modern management principles and up-to-date technology to effectively achieve organizational goals and meet customer needs (Gunawan, 2018; Syauqi, 2016). Modern organizations are characterized by the use of advanced information technology, a focus on efficiency and effectiveness, the ability to adapt quickly to market and environmental changes, and flexible and open organizational structures (Lestari, 2019; Supardianto et al., 2019; Suwarno & Silvanita, 2017). Indonesia has many

modern organizations active in various fields, such as Gojek, Traveloka, Shopee, Tokopedia, and others.

Several studies have shown that authentic leadership can impact employee productivity in modern organizations in various ways. One way authentic leadership influences employee productivity is through increased employee engagement (Esteem, 2018; Hayuningtyas, D. R. I., & Helmi, 2015). Research indicates that authentic leadership that demonstrates honesty and sincerity in actions and speech can help build positive relationships between leaders and employees, which in turn can enhance employee engagement (Ali, 2022; Rifa'i Muhammad, 2020; Sudarmanto & Dkk, 2021). Engaged employees are more productive because they feel valued and empowered by the organization. Additionally, authentic leadership can also impact employee motivation (Oktarini, 2021; Rivaldo & Ratnasari, 2020). Studies also show that when employees feel led by someone who demonstrates integrity and self-confidence, they are more likely to respond with greater enthusiasm and motivation. This can enhance employee motivation to work harder and achieve organizational goals.

Furthermore, authentic leadership can also impact employee well-being. Research shows that authentic leadership can help create a positive and supportive work environment (Kartika, Wijaya, Endo; Kaihatu, 2013; Siagian & Khair, 2018). Authentic leaders who demonstrate honesty, integrity, and sincerity in their behavior and actions can create a safer and more comfortable work environment for employees. This can help reduce stress and fatigue experienced by employees, thereby enhancing their well-being and productivity (Aniversari & Sanjaya, 2022; Wartono & Mochtar, 2015). Thus, authentic leadership has the potential to significantly impact employee productivity in modern organizations. By building positive relationships between leaders and employees, enhancing engagement, motivation, and employee well-being, authentic leadership can help improve organizational productivity and performance holistically.

However, some studies indicate negative impacts of authentic leadership on employee productivity in modern organizations (Asbari & Novitasari, 2021; Leroy et al., 2015; Made et al., 2014; Putra & Sriathi, 2018). Firstly, authentic leadership often requires more time and energy from leaders as it involves more personal interaction with employees. This can reduce the time available for leaders to make decisions and lead effectively (Sagala, 2021; Simarmata, 2021). Secondly, leaders who focus too much on building positive relationships with employees may lose focus on business goals and tasks that need to be accomplished. This can lead to decreased productivity and organizational performance (Hanafi et al., 2018; Siagian &

Khair, 2018). Thirdly, authentic leadership can influence employees' perceptions of decision-making and fairness within the organization. If leaders are too open and transparent, it can make employees uncomfortable in providing input or expressing criticism towards the leader, which can affect team effectiveness and hinder innovation (Handiman et al., 2022; Sudarmanto & Dkk, 2021). Therefore, while authentic leadership can bring many positive impacts in the leader-follower relationship, leaders should also consider its negative effects on productivity and overall organizational performance.

Impact of Emotional Labor on Employee Productivity in Modern Organizations

Emotional labor refers to the efforts made by individuals to manage their own emotions or others' emotions as part of their work (Suhendi & Anggara, 2018). Jobs that require high emotional labor include customer service, healthcare, and education. Emotions impact employee productivity in modern organizations in various ways (Djula, 2021; Iswahyudi, 2018; Rizaldi, 2021). Research indicates that positive emotions such as joy and happiness enhance employee performance and help cope with work-related stress and fatigue (Marliani et al., 2019; Noviyani et al., 2018; Triyani, 2020). Positive emotions can also improve communication and teamwork, resulting in better collaboration and productivity within the organization.

On the other hand, negative emotions such as anger, frustration, or sadness can hinder employee productivity (Handayani et al., 2022; Prasetyo & Sofyan, 2020; Ratnaningsih, 2015). Employees who experience negative emotions may find it challenging to concentrate, make effective decisions, and interact positively with others. High emotional labor can also lead to emotional exhaustion and burnout, negatively impacting employee well-being and productivity (Fitriani et al., 2022; Nurbaya, 2020; Rizaldi, 2021). Therefore, it is crucial for modern organizations to create a supportive work environment that acknowledges the emotional labor demands placed on employees and provides resources and support to manage and cope with these demands effectively.

In conclusion, authentic leadership and emotional labor both play significant roles in enhancing employee productivity in modern organizations. Authentic leadership, characterized by honesty, integrity, and sincerity, can positively impact employee engagement, motivation, and well-being, leading to increased productivity. However, it is important for leaders to balance the need for positive relationships with employees with the achievement of organizational goals. On the other hand, emotional labor influences employee productivity by managing emotions effectively. Positive emotions enhance performance and teamwork, while negative emotions can

hinder productivity. Modern organizations should provide support and resources to help employees manage emotional labor demands and maintain their well-being.

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