The Level of Authentic Followership in Madurese Public Organizations

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Abstract.*Authentic followership is a research topic that is starting to be widely researched in the field of organizational behavior. This research aims to determine the level of authentic followership among members of public organizations in Madura. The method used is descriptive quantitative research. The scale used in this research is the authentic followership scale by Leroy. The participants in this research were 413 state civil servants who worked in various government agencies in Madura. The research results revealed that the majority of respondents (75%) were in the medium category. The remainder were classified as high (14%) and low (11%). These results can be used as a reference for further research discussing authentic followership.*

Keywords: authentic followership, public organization, Madura, state civil servants.

I.INTRODUCTION

Authentic followership is a concept that is starting to become the centre of attention in the field of organizational behavior (1,2), including in the context of public organizations (3,4). This concept discusses the important role of followers in establishing transparent and ethical relationships with leaders in the organization (5–8). There are several arguments that illustrate the relevance and reasons for the importance of researching authentic followership. First, authentic followership explains the framework of followers who can actively participate with leaders to make various important decisions. This condition plays a positive role in providing correction to the power of leaders, thereby preventing authoritarianism in public organizations (9). Second, transparency is something that can increase trust in public organizations. Authentic followership enables followers to interact openly with their leaders, dare to provide honest and transparent information. This condition can prevent acts of corruption or policies that are not transparent (10,11). Third, when followers receive fair treatment and are trusted by their leaders, they will increase their work involvement and have a commitment to achieving the organization's vision and mission. The impact will create a healthy organizational culture that includes collaboration, innovation and work efficiency (12,13).

Madurese public groups have their own unique structure and issues (14,15). Madura's public groups have numerous general traits. First, public organizations in Madura are generally organized in the same way that public organizations in Indonesia are, with regional governments (district/city), administrative bodies, educational institutions, and public health services. This structure is influenced by relevant national and regional rules (16,17). Second, Madura's bureaucracy is typically regarded as slow and difficult. Long bureaucratic processes and intricate regulations can hamper public organizations' efficiency and responsiveness to community needs. Third, Public entities in Madura frequently face difficult political constraints. This can involve the influence of political parties, unpredictable public policies, and competing interests among political parties (14,18).

A good understanding of authentic followership will provide significant benefits for continuously optimizing the role of leaders, public services and organizational performance (19–21). The existence of authentic followership makes public organizations have members who are committed, connected to each other, and transparent and objective. As a consequence, public services will improve. Apart from that, the organization's performance is more transparent in facing various challenges and problems. Active participation of members will also grow acceleratedly. (22–24). Furthermore,

assessing the level of authentic followership allows leaders to better understand their followers' hopes, values, and motives. Leaders who promote and support authentic followership are better able to strengthen relationships with their teams, facilitate constructive collaboration, and drive followers to contribute maximally (25–27). Based on this background, the research aims to determine the level of authentic followership among members of Madurese public organizations.

II. METHOD

The method used in this research is descriptive quantitative. Data collection was carried out using Leroy's authentic followership scale, which consists of 16 items. This research involved 413 participants who worked in various Madurese public organizations. The scores obtained will then be grouped into three categories, consisting of high, medium and low. The categorization is carried out based on the following formula.

Table 1. Categorization formula

Categorization	Formula
Low	$X < M - 1SD$
Medium	$M - 1SD \leq X < M + 1SD$
High	$M + 1SD \leq X$

III. RESULT & DISCUSSION

The research results showed that the majority of respondents' authentic followership scale scores were moderate, namely 334 individuals (75%). The next largest rank is the high category, namely 60 individuals (14%). Meanwhile, the low score category was 49 individuals (11%). Based on the research results as seen in Figure 1, several things can be explained.
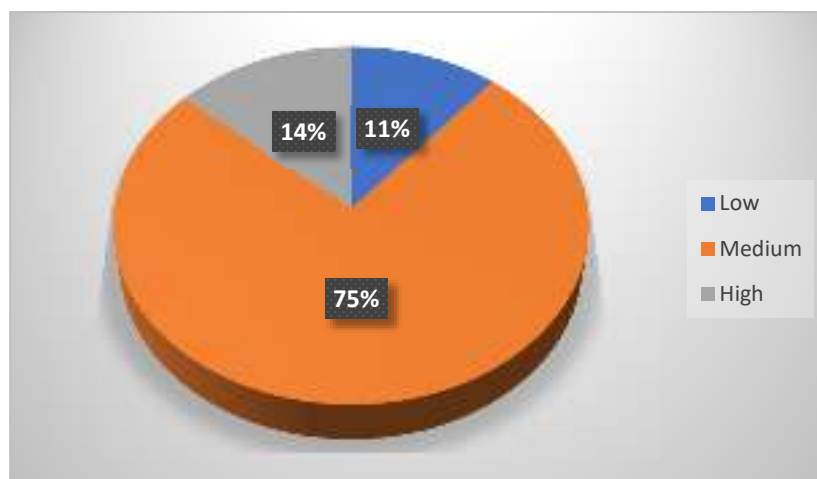

Figure 1. Frequency distribution of authentic followership scale scores

Mid-level dominance

Respondents with moderate authentic followership scores were included in the majority group (75%). These results illustrate that members of Madurese public organizations have the ability to process balanced information, self-awareness in acting, and transparent social relations. This condition is a positive thing because it reflects the active participation of organizational members. The next impact is improving organizational performance, creating professional relationships, and individual welfare. Furthermore, individuals can be more active in the work process and solving organizational problems. In addition, individuals will be more responsible for their performance (28–30). This condition can increase

productivity and performance significantly. This happens because followers have the belief that they play an important role in the process of achieving company goals. Individuals who feel involved in the decision-making process increase their job satisfaction. Furthermore, active involvement provides a sense of recognition which has an impact on increasing individual motivation and loyalty to the organization (31–33). The individual's active participation will enable him to acquire various technical and social abilities related to his tasks. This condition makes him better prepared for various task challenges in the future. Followers will also actively share their ideas and thoughts for the benefit of the organization. The result will create active participation that benefits the organization as a whole (34,35). Group communication will become more transparent and open with the active participation of members. As a result, cooperation and trust in each other will be created, thereby providing increased organizational performance (36–39).

High category percentage

Despite there were nevertheless fewer responses, a significant number (14%) showed strong authentic followership scores. This indicates that a small but significant group of Madura followers perform appropriate maturity and honesty in what they do as followers. The existence of this group could serve as a source of motivation and guidance for the remainder of the organization. Individuals with high authentic followership typically exhibit integrity, transparency, and an intense dedication to organizational ideals (11,40,41). They may act as exemplary role models for colleagues by continually showing moral conduct and commitment to their work, showing how the principles of the organization can be implemented in everyday activities (42–44). They frequently speak openly and truthfully with other team members and leaders. This may contribute to an organizational atmosphere whereby everybody feels at ease communicating thoughts, offering suggestions, and expressing problems without fear of vengeance. Authentic followers appreciate the suggestions of others and promote active participation in conversations and decision-making. They can inspire their peers by demonstrating the significance every voice on the group is and how collaborative contribution may result in beneficial improvements (1,45–47). Individuals exhibiting a great deal of genuine followership typically highlight their own personal growth while simultaneously supporting their peers. By showing their dedication to continual growth and enhancement, they could motivate others to strive for the same. Such groups usually have strong, mutually beneficial connections with colleagues and leadership that are founded on trust and respect. This contributes to a healthy and peaceful workplace, where every team member is valued and encouraged (19,48–50).

Challenges in the low category

Though the amount of followers is small, 49 people (11%) had low authentic followership scores. This emphasizes the difficulties that need to be tackled to establish a welcoming and integrity-based workplace environment (39,51–55). Issues such as a lack of participation, insufficient trust, or ignorance of the company's principles could be to fault. An absence of participation, trust, or comprehension of a company's opinions can have major repercussions for numerous facets of the organization. Less active individuals lack the inspiration to function effectively or offer a complete contributions (13,43,56–58). This could end up in decreased efficiency and overall efficacy of the organization. Individuals who struggle to comprehend corporate ideas might be unable to give priority to superior performance or meet necessary job standards. Individuals who do not understand or appreciate organizational principles might feel a lack of a common identity or interest in the organization, restricting collaboration and cohesiveness within the organization (19,22,56,59–61).

Implications for organizational development

These results have significant implications for the establishment of public organizations in Madura. Efforts must be made to boost followers' self-awareness, critical thinking abilities, and moral integrity. Participation can be addressed by training, developing more diverse leadership, and developing an organizational culture that encourages proactive involvement and productive communication between leaders and followers (62–66). Proactive engagement and collaboration in work environments offer multiple benefits for productivity, culture, and durability. When followers engage and participate, tasks can be accomplished more effectively since there is an obvious division of work and they help each other accomplish common goals. Furthermore, collaboration allows for a combination of different skills and viewpoints, which often leads to more innovative and distinctive ideas, as well as higher-quality products or services. Collaboration enables followers to learn from one another, acquire novel abilities and improve their knowledge. This improves the team's general ability. Furthermore, involvement gives employees a sense of ownership and control over their work, increasing happiness at work. Followers who have a sense of belonging are inclined to contribute optimally (67–70).

Recommendations for Next Steps

Based on the explanation that has been given, recommendations for the next step are to identify various factors that can influence authentic followership, design appropriate treatment to encourage active participation and transparency in the work context, and evaluate the progress and impact of the various efforts that have been made. These various explanations can explain and evaluate research results comprehensively, and provide guidance for improving working conditions and culture in Madurese public organizations based on the concept of authentic followership. Improving working conditions and culture in Madurese public organizations based on the concept of authentic followership requires systematic and objective action. Provide training aimed at building authentic follower traits such as integrity, transparency, and devotion to organizational ideals. This training may cover emotional intelligence, professional ethics, and effective communication.

IV. CONCLUSION

The results of this research conclude that authentic followership is an important thing to understand and develop in Madurese public organizations. This is done to increase the efficiency and effectiveness of public organizations in providing services to the community. A strong follower and leader relationship will create optimal public services. The presence of authentic followership in public organizations can significantly provide positive benefits in public services.

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