Original Article

Bridging Transparent Communication and Authentic Leadership towards Openness to Change through Mediating Role of Organisational Trust

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Abstract: Nowadays, one of the main focus of the Government of Indonesia is change. It is manifested by some efforts by the Government. One of those efforts is a policy named as Bureaucratic Reform. In order to undertake the change successfully, organisation needs support from its employees. One important key of support required by organisation from its employees is called openness to change. This research involves 106 employees of the Civil State Apparatus at the Class II Type A Navigation District Office of Teluk Bayur. Structural Equation Modelling (SEM) was used with the Smart-PLS 3.2.9 software program to perform analysis. The research results indicate that openness to change is positively influenced by transparent communication. On the contrary, authentic leadership does not have a significant impact on openness to change, but positively impacts openness to change through mediating role of organisational trust, with P-Values of 0.038. Moreover, authentic leadership has a significant and positive effect on organisational trust (P-Values 0.000). Organisational trust has a positive and significant impact on openness to change. (P-Values 0.032). However, the link between transparent communication and openness to change is not mediated, with P-values of 0.729.

Keywords: Transparent Communication, Authentic Leadership, Organisational Trust, Openness to Change.

I. INTRODUCTION

Nowadays, one of the main focus of the Government of Indonesia is change. It is manifested by some efforts by the Government. One of those efforts is a policy named as Bureaucratic Reform. The Ministry of National Development Planning of the Republic of Indonesia had published a report in 2021, which disclosed the classification results of bureaucratic reform implementation across the Republic of Indonesia's governmental organisations, known as the "RB (Reformasi Birokrasi) index". Based on the report, the Ministry of Transportation, as a governmental public service organisation in the field of transportation, is classified as a ministry which gets an RB index below 70, which is an average score of all (Ministry of National Development Planning, 2021). It means that the Ministry of Transportation is still not optimal to make the meaningful change (i.e. bureaucratic reform) within the organisation yet. As a consequence, all of the work office units within that ministry must take some necessary actions in order to ensure the change can proceed in all work office units harmoniously, so the goal of bureaucratic reform can be achieved.

One work office unit, which belongs to the Ministry of Transportation, is a Class II Type A Navigation District Office of Teluk Bayur in Padang City, or simply known as Disnav Teluk Bayur, which is located below the General Directorate of Sea Transportation in the ministry. Disnav Teluk Bayur has a main job to support navigation safety in the offshore area of the west beach of West Sumatra. In order to do so, it must build, operate, and maintain navigation facilities, including tools and equipment.

II. LITERATURE REVIEW

A) Openness to Change

It is already recognized, whether it is accepted or not, that every organisation has to deal with change. In other words, change is inevitable in organisational journey timeline to reach its maturity stage. Any organisation that wants to endure, both in the short term and long term, has to be able to manage the change. A survey conducted by Human Capital Institute discovered that 77% professionals have reported that organisations in which they work were continuously experiencing change in strategies and priorities, while the same respondents have also reported that only 39% of society accepts a change positively (Filipkowski, 2021). This phenomenon can affect an organisation because a bad organisational change management will result in productivity decline, stress, deterioration in work satisfaction and psychological welfare (Holten & Brenner, 2015). Organisation needs support from its employees in order to manage the change successfully. One important key of support required by organisation from its employees is called openness to change. There are two components of openness to change,

namely: positive influence on change results, and desire to encourage any change initiatives which had been suggested (Miller et al., 1994; Wanberg & Banas, 2000). For any change initiatives, employees must be regarded as active participants rather than passive (Augustsson et al., 2017). According to Miller et al. (1994), openness to change is a necessary initial condition for successful planned change. In other words, it is a terrific sign if there is a lack of openness to change taking place, because it has the potential to lead an organisation to the failure of the planned change.

Numerous previous research findings have revealed some factors which can influence openness to change. Among the factors that are known to be able to influence openness to change was transparent communication (Rawlins, 2009; Venus et al., 2018). Then, openness to change can also be driven by authentic leadership (KILIÇ & YAVUZ, 2021). Afterwards, it is also discovered that openness to change can be impacted by organisational trust (Ertürk, 2008; Yue et al., 2019).

B) Transparent Communication and Openness to Change
Transparent communication is related to a communication principle of organisation, such as honesty, good governance, an understanding of information and its availability, and a reciprocal communication process between employees and the managerial board (Christensen & Cheney, 2015). Men & Stacks (2014) explains transparent communication as a very important feature of communication within an organisation, and it is essential to keep the connection in a team to proceed well and enhance productivity. Meanwhile, openness to change is an employee's reaction related to individual concerns for change, the pursuit of change in work, and the belief that change is directed at the right ways in the future, as well as the perception that change has a positive impact on work results (Yue et al., 2019). There is a positive relationship between transparent communication and openness to change, in conformity with previous research evidence (Dinda & Wahyuni, 2023; Venus et al., 2018; Rawlins, 2009). In other words, evidence has shown that transparent communication affects openness to change positively. Afterwards, there were also other researchers who confirmed that transparent communication positively affects openness to change (Men & Stacks, 2014; Supardi & Anshari, 2022; Yue et al., 2019). Based on those, the first hypothesis can be formulated as follows:
H1: Transparent communication has a positive effect on openness to change.

C) Authentic Leadership and Openness to Change
Authentic leadership is a leadership style which concentrates on self-development, openness in communication with followers and driving them to achieve good results by way of integrity and self-assurance (Cameron & Quinn, 2006). On the other hand, openness to change is a necessary initial condition for successful planned change (Miller et al., 1994). There were a few scientific findings which demonstrate that authentic leadership positively influences openness to change (Men & Bowen, 2017; Yue et al., 2019). From those findings, the second hypothesis in this study:
H2: Authentic leadership has a positive influence on openness to change.

D) Transparent Communication and Organisational Trust
A communication principle of organisation, such as honesty, good governance, an understanding of information and its availability, and a reciprocal communication process between employees and the managerial board, is defined as transparent communication, in accordance with Christensen & Cheney (2015). Meanwhile, organisational trust is an attitude of employees trusting their organisation by way of compliance to agree with organisational decisions, have faith that their organisation treats its employees well, and believe that the organisation takes its employees into account in decision-making. Also, in that attitude, they trust their organisation is dependable and considers its employees' opinions, and that their organisation has the ability to attain its goals (Yue et al., 2019). Several empirical studies have pointed out that transparent communication positively impacts organisational trust (Jiang & Men, 2017; Zainab et al., 2022; Yuwono et al., 2023). Concerning this evidence, the third hypothesis that can be identified in this research is:
H3: The impact of transparent communication on organisational trust is positive.

E) Authentic Leadership and Organisational Trust
According to Brouwer et al. (2015), authentic leadership refers to a leadership manner which rests on self-faith, integrity, and open, as well as truthful interaction with disciples. On the other hand, organisational trust refers to an attitude of employees trusting their organisation by way of compliance to agree with organisational decisions, have faith that their organisation treats its employees well, and believe that the organisation takes its employees into account in decision-making. Also, in that attitude they trusting their organisation is dependable and considers its employees' opinion, and that their organisation has ability to attain its goals (Yue et al., 2019) (Yue et al., 2019). Recent evidence has highlighted that authentic leadership positively influences organisational trust (Haq & Riani, 2023; Basit & Siddiqui, 2020; Hassan & Ahmed, 2011; Wong et al., 2010; Wong & Cummings, 2009). Based on the above explanation, the following hypothesis can be developed:
H4: The influence of authentic leadership on organisational trust is positive.

F) Openness to Change and Organisational Trust

Currall & Epstein (2003) define trust as the resolve to depend on another party under a situation of risk. On the other hand, openness to change is the most crucial matter of organisational culture that leaders should make efforts to build during change (Ertürk, 2008). Preceding studies have unveiled that openness to change is positively affected by organisational trust (Erlyani et al., 2022; Ertürk, 2008; Yue et al., 2019; Basit & Siddiqui, 2020; Thakur & Srivastava, 2018; Andi et al., 2022). Based on those proofs, the next hypothesis can be formulated in this research:

H5: Openness to change is positively affected by organisational trust.

G) Organisational Trust as a Mediator

Earlier empirical evidence has shown that transparent communication has influenced openness to change in a gradual way. There have been studies that have shown that openness to change and transparent communication are linked to each other, for example, the study carried out by Aisyah & Pusparini (2023). They discovered that transparent communication significantly and positively influences openness to change. Furthermore, some research has also disclosed that openness to change and transparent communication are mediated by organisational trust. It is supported by research conducted by Yue et al. (2019), who found that openness to change positively and significantly impacted by transparent communication through employees' trust in the organisation, which plays a mediating role. Then, it also revealed that organisational trust facilitates the link between authentic leadership and organisational trust, based on evidence found by Haq & Riani (2023). This is in accordance with Basit and Siddiqui (2020), who delineated that employees' openness to change can be attained if they have confidence and believe in their organisation, which must be reached by promoting and practising a style of leadership which stands on the basis of authenticity, honesty, and integrity. From those explanations, the next hypothesis of this research can be formulated as:

H6: Organisational trust stands in mediation of the influence of transparent communication towards openness to change.

H7: Organisational trust plays a mediating role between authentic leadership and openness to change.

III. RESEARCH METHOD

This research employs a quantitative method, which means that the relationship between variables is investigated by processing numerical data. The data of this research were collected from the state civil apparatus in Disnav Teluk Bayur through a questionnaire. The sampling design of this research uses census sampling, which means that all population members are taken and considered to be the final sample size (Sugiyono, 2020). The number of the sample obtained was 106 respondents. This study used three types of variables: dependent variable (openness to change), independent variables (authentic leadership and transparent communication), and mediating variables (organisational trust). Openness to change is measured in 4 items based on Wanberg & Banas (2000), meanwhile organisational trust is measured using 6 items developed by Rawlins (2009) and Hon & Grunig (1999). On the other hand, authentic leadership comprises 16 items developed by Walumbwa et al. (2008). Transparent communication uses three indicators and 16 items adapted from Rawlins (2009) and Men & Bowen (2017). A Likert scale is used to measure the research variables. The scale is composed of five alternative answers, with the range from strongly agree (5) to strongly disagree (1). A structural equation model with Smart-PLS 3.2.9 software was used to process and analyze the research data, starting with the measurement model assessment step and the structural model assessment step subsequently.

IV. RESULTS AND DISCUSSION

A) Respondents

The results of this research will begin by showing the respondents' profiles. The profile can be viewed in the Table 1.

Table 1: Respondents' Profile

Demographics	Category	Number of people	%
Gender	Male	104	98,1
	Female	2	1,9
Age	20 – 25 years old	5	4,7
	26 – 30 years old	2	1,9
	31 – 35 years old	10	9,4
	36 – 40 years old	18	17,0
	41 – 45 years old	17	16,0
	>45 years old	54	50,9
Work experience	0 – 5 years	15	14,2
	6 – 10 years	2	1,9
	11 – 15 years	11	10,4
	16 – 20 years	34	32,1
	> 20 years	44	41,5
Level of education	Senior high school	68	64,2

Demographics	Category	Number of people	%
	Diploma	14	13,2
	Bachelor degree	23	21,7
	Master degree	1	0,9
Unit of work	SBNP	21	19,8
	KAPAL NEGARA	31	29,2
	ALUR & TELKOMPEL	43	40,6
	BENGKEL	11	10,4

From Table 1, it can be observed that the number of respondents was predominantly male (98.1%), aged more than 45 years (50.9%), and who had already reached more than 20 years in the job (41.5%). Afterwards, the profile categorized by educational level points out that the majority of respondents (64.2%) had a Senior High School level. In addition, most of the respondents (40.6%) are in charge of the Alur & Telkompel unit of work.

B) Measurement Model Assessment

In order to examine the measurement appropriateness of each item of all latent variables, it is necessary to take an important stage, which is named Measurement Model Assessment (MMA). All of the statement items will be tested in this stage, whether they are fit to measure a construct/variable or not. The assessment consists of two steps, namely convergent validity and discriminant validity (Hair et al., 2017).

Firstly, the convergent validity test has four conditions that must be met to complete. Those conditions are known as outer loadings, which are more than 0.7; Cronbach's alpha, which is more than 0.7; composite reliability, which exceeds 0.7; and average variance extracted (AVE) surpasses 0.5. From the convergent validity test that was conducted before, it was found that in the transparent communication variable, there were six invalid 6 statement items (KT1, KT5, KT6, KT13, KT14, KT16), because they had outer loadings scores lower than 0.7. Then, in the authentic leadership variable, it was observed that statement items involved as invalid were PA1, PA10, PA11, and PA16 (4 statement items). Meanwhile, in the openness to change variable, only 1 statement item is invalid, namely item KUP1. Those invalid items were removed or dropped out, and then a convergent validity test was performed again with the results as follows.

Table 2: Convergent Validity Test Results

Items	Authentic Leadership	Openness to Change	Organisational Trust	Transparent Communication	Cronbach's Alpha	Composite Reliability	AVE
KO1			0,884				
KO2			0,898				
KO3			0,792		0,923	0,940	0,722
KO4			0,849				
KO5			0,892				
KO6			0,775				
KT10				0,845			
KT11				0,887			
KT12				0,889			
KT15				0,712			
KT2				0,766	0,946	0,954	0,677
KT3				0,837			
KT4				0,811			
KT7				0,814			
KT8				0,810			
KT9				0,839			
KUP2		0,854					
KUP3		0,834			0,819	0,891	0,732
KUP4		0,879					
PA12	0,826						
PA13	0,801						
PA14	0,787						
PA15	0,724				0,945	0,952	0,622
PA2	0,799						
PA3	0,847						
PA4	0,713						
PA5	0,778						

Items	Authentic Leadership	Openness to Change	Organisational Trust	Transparent Communication	Cronbach's Alpha	Composite Reliability	AVE
PA6	**0,788**						
PA7	0,836						
PA8	**0,769**						
PA9	0,783						

The table above displays that the number of valid statement items in the organisational trust variable is 6 items. All of these items have an outer loading which exceeds 0.70 with a range between 0.775 and 0.898. Thus, the 6 statement items of the variable are valid. Similarly, the variable of transparent communication has 10 valid items, as the variable contains outer loadings that are higher than 0.70 (0.712 - 0.889). Afterwards, the variable of openness to change with outer loadings ranging from 0.834 to 0.879 has 3 valid items. Finally, there were 12 statement items that were decided to be valid in the authentic leadership variable, with scores more than 0.7, ranging between 0.713 and 0.847. Besides, Table 2 shows that all variables have scores that surpass 0.7 both in Cronbach's alpha and composite reliability. Also, it can be disclosed that authentic leadership, openness to change, organisational trust, and transparent communication all obtained more than 0.5 in AVE scores. So, it means that all variables have fulfilled all conditions of convergent validity.

Table 3 shows that the correlation score of items of each variable to themselves is greater than the correlation score of an item of a variable to another. Hence, it can be concluded that the variables of authentic leadership, openness to change, organisational trust, and transparent communication had adequate discrimination (signed in bold letter).

Table 3: Discriminant Validity Analysis Results by Cross Loadings

Items	Authentic Leadership	Openness to Change	Organisational Trust	Transparent Communication
KO1	0,664	0,416	**0,884**	0,558
KO2	0,680	0,381	**0,898**	0,527
KO3	0,523	0,250	**0,792**	0,396
KO4	0,666	0,520	**0,849**	0,602
KO5	0,683	0,446	**0,892**	0,567
KO6	0,642	0,367	**0,775**	0,603
KT10	0,636	0,378	0,464	**0,845**
KT11	0,709	0,482	0,571	**0,887**
KT12	0,660	0,386	0,516	**0,889**
KT15	0,697	0,344	0,517	**0,712**
KT2	0,758	0,267	0,542	**0,766**
KT3	0,785	0,334	0,537	**0,837**
KT4	0,779	0,325	0,537	**0,811**
KT7	0,599	0,392	0,563	**0,814**
KT8	0,586	0,414	0,560	**0,810**
KT9	0,593	0,394	0,476	**0,839**
KUP2	0,424	**0,854**	0,426	0,424
KUP3	0,197	**0,834**	0,354	0,242
KUP4	0,416	**0,879**	0,431	0,467
PA12	**0,826**	0,351	0,515	0,757
PA13	**0,801**	0,257	0,493	0,698
PA14	**0,787**	0,301	0,415	0,692
PA15	**0,724**	0,268	0,652	0,587
PA2	**0,799**	0,389	0,596	0,721
PA3	**0,847**	0,367	0,621	0,777
PA4	**0,713**	0,354	0,678	0,515
PA5	**0,778**	0,314	0,625	0,609
PA6	**0,788**	0,360	0,667	0,585
PA7	**0,836**	0,323	0,705	0,636
PA8	**0,769**	0,380	0,447	0,681
PA9	**0,783**	0,281	0,644	0,595

Table 4: Discriminant Validity Analysis Results by Heterotrait-Monotrait Ratio

Variable	Authentic Leadership	Openness to Change	Organisational Trust	Transparent Communication
Authentic Leadership				
Openness to Change	0,456			
Organisational Trust	0,795	0,531		
Transparent Communication	0,881	0,496	0,682	

Every correlation coefficient in Table 4 was less than 0.90, suggesting that all four concepts had strong discriminant validity. (Hair et al., 2017).

C) R Square and Q Square

It is important to measure how much the endogenous variable is explained by exogenous variables. The result of that measurement is represented by R-squared. On the other hand, it is also necessary to know how exogenous variables predict endogenous variables, which is represented by Q Squared (Hair et al., 2017). R-squared and Q-squared analysis results are shown in Table 5 below.

Table 5: R Square and Q Square Analysis Results

Endogenous Variable	R Square	Category	Q Square	Category
Openness to Change	0,268	Weak	0,177	Moderate
Organisational Trust	0,581	Moderate	0,409	Strong

As pointed in Table 5, the R-squared of the openness to change variable is 0.268, which indicates that the influences of authentic leadership, transparent communication, and organisational trust on openness to change are 26.8% (weak). The organisational trust variable has an R-squared of 0.581. It means that the influence of authentic leadership and transparent communication on openness to change is 58.1% (moderate). Moreover, the Q-squared of the openness to change variable is 0.177, indicating the ability of organisational culture to predict job motivation is in a moderate category. The organisational trust variable has a Q-squared of 0.409, showing that the ability of authentic leadership and transparent communication to predict organisational trust is strong.

D) Structural Model Assessment

Structural model assessment is used to investigate the influence of one or several variables on other variables. The procedure of structural model assessment in SmartPLS 3.2.9 is executed through a method called "bootstrapping". The result of the procedure is shown in the figure below.
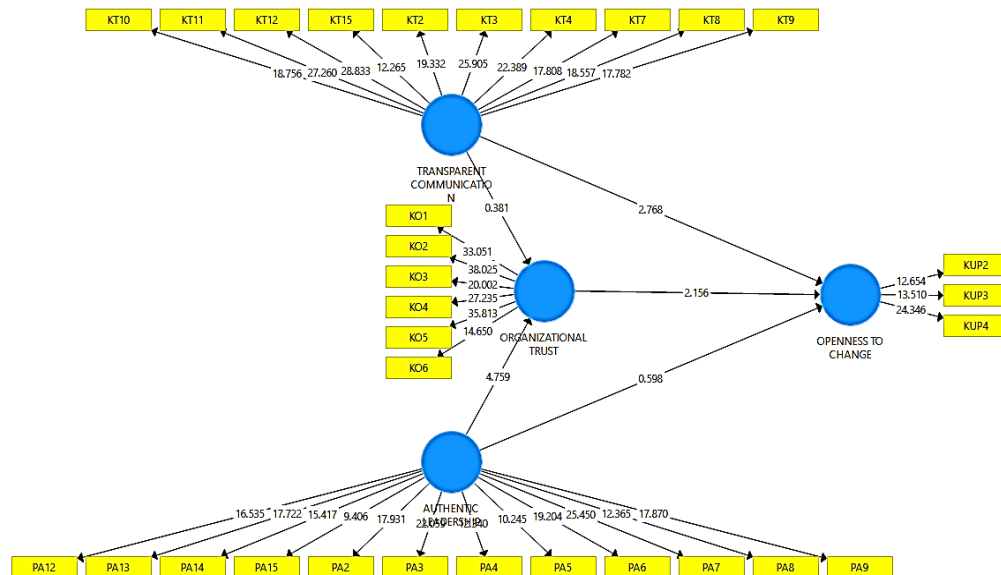

Fig. 1: Structural Model Assessment

Table 6: Hypothesis Testing Results on Direct Effect

Hypothesis	Original Sample	T Statistics	P Values	Information
Transparent Communication → Openness to Change	0,326	2,768	**0,006**	**H1 Accepted**
Authentic Leadership → Openness to Change	-0,124	0,598	**0,550**	**H2 Rejected**
Transparent Communication → Organisational Trust	0,049	0,381	**0,703**	**H3 Rejected**
Authentic Leadership → Organisational Trust	0,721	4,759	**0,000**	**H4 Accepted**
Organisational Trust → Openness to Change	0,361	2,156	**0,032**	**H5 Accepted**

Table 6 explains that the effect of transparent communication on openness to change has an original sample value of 0.326, a T-statistic of 2.768, and a p-value of 0.006 (less than 0.05). This result implies the positive effect of transparent communication on openness to change. Thus, hypothesis 1 (H1) is accepted. In a positive way, transparent communication significantly influences openness to change for employees of Disnav Teluk Bayur because the communication style of the leader, which is built on transparency, clarity, and contains strong messages, can strengthen employees' attraction and readiness, which can be signals of their openness to change.

Then, it has -0.124 as the value of the original sample, T statistics 0.598, and a p-value of 0.550 (more than 0.05) in the effect of authentic leadership on openness to change. Thus, it can be concluded that authentic leadership does not affect openness to change. Thus, hypothesis 2 (H2) is rejected. Authentic leadership does not influence openness to change for employees of Disnav Teluk Bayur because employees' openness to change is probably determined more by communication style rather than leadership style. Communication style built on the basis of clarity and transparency is a fundamental driver of employees' desire to accept change. If employees can fit with their leader's style of communication, their attraction and affinity to change ideas suggested by their leaders will grow better.

There is a p-value of 0.703 (less than 0.05), a T-statistic of 0.381, and an original sample value of 0.049 for the relationship between transparent communication and organisational trust. This finding shows that organisational trust is not influenced by transparent communication. So the decision is hypothesis 3 (H3) is rejected. Since transparent communication does not influence organisational trust, it does not have a substantial effect on the employees of Disnav Teluk Bayur regarding their organisation. Likely, it happens because their organisational trust is more determined by how they view leadership as a whole in organisational dynamics rather than just capturing the communication pattern of their leaders.

The effect of authentic leadership on organisational trust has an original sample value of 0.721, a T-statistic of 4.759, and a p-value of 0.000 (below 0.05). Hence, it can be implied that authentic leadership affects organisational trust positively. Thus, hypothesis 4 (H4) is accepted. Authentic leadership affects organisational trust of employees of Disnav Teluk Bayur because better trust can only emerge from a leadership which is built on integrity and sincerity, known as authentic leadership.

The effect of organisational trust on openness to change has 0.361 as the original sample, T-statistics of 2.156, and a p-value of 0.032 (less than 0.05). This result can be interpreted as organisational trust significantly affecting openness to change. Thus, hypothesis 5 (H5) is accepted. Openness to change is significantly influenced by organisational trust because organisational trust of employees is one of the key elements which can build their openness to change, which can be characterized by their acceptance and other kinds of positive reaction to ideas of novelty, progress, adaptation, etc.

Table 7: Hypothesis Testing Results on Indirect Effect

Hypothesis	Original Sample	T Statistics	P Values	Information
Transparent Communication → Organisational Trust → Openness to Change	0,018	0,346	**0,729**	**H6 Rejected**
Authentic Leadership → Organisational Trust → Openness to Change	0,260	2,079	**0,038**	**H7 Accepted**

As shown by Table 7, the effect of organisational trust mediates the link between transparent communication and openness to change, has an original sample of 0.018, T-statistics of 0.346, and a p-value of 0.729 (more than 0.05). From these, it can be interpreted that organisational trust does not mediate the relationship between transparent communication and openness to change. Therefore, hypothesis 6 (H6) is rejected. Organisational trust cannot mediate the relationship between them because there is the leaders' transparent communication in Disnav Teluk Bayur, which can drive employees' openness to change strongly. Hence, there is no need for organisational trust to bridge transparent communication in order to build openness to change.

Then, the influence of organisational trust as a mediator in the link of authentic leadership and openness to change has an original sample value of 0.260 with 2.079 as the T-statistic value and 0.038 (lower than 0.05) as a p-value. It can be concluded that organisational trust significantly functions as a mediator in the link between authentic leadership and openness to change. In other words, the hypothesis 7 (H7) is accepted. That relationship mediated by organisational trust for employees of Disnav Teluk Bayur indicates that a good style of leadership, which expresses integrity, sincerity, and originality, will result in employees' trust coming into being. If their trust grows higher and better over time, it will eventually create their openness to change.

IV. CONCLUSION

Based on research findings, some implications that can be explored are as follows: (1) organisational trust and transparent communication that have a positive impact on openness to change; (2) authentic leadership that has a positive impact on organisational trust; and (3) organisational trust plays an important role in mediating the relationship between authentic leadership and openness to change. One of the study's limitations is that it was conducted in the Disnav Teluk Bayur, which is a very small organisational unit of the Ministry of Transportation of the Republic of Indonesia. Thus, the results could not be applied to the other organisational units. Due to this reason, it is advised to apply this research model to other organisational units, either in other ministries or other regions in Indonesia; additionally, (b) the research examines authentic leadership, transparent communication, and organisational trust as factors influencing openness to change in Disnav Teluk Bayur. It is recommended that future researchers continue their study by introducing more variables that could theoretically affect employees' attraction to change in order to support their organisation in the journey to achieve maturity.

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