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AUTHENTIC VERSUS TRANSFORMATIONAL LEADERSHIP: ASSESSING THEIR EFFECTIVENESS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF FOLLOWERS

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ABSTRACT

With the corporate scandals of the 2000s, many employees in organizations are clamoring for authenticity in their leaders. Though authenticity appears to be a noble trait, how effective is this as a leadership approach, specifically in increasing altruistic employee organizational citizenship behaviors? Is authentic leadership more effective than other leadership approaches, such as transformational leadership? This study examined the extent to which authentic leadership is a stronger predictor of employee organizational citizenship behavior (OCBs) compared to transformational leadership. The analysis also investigated the extent to which overall job satisfaction mediated the relationship between authentic leadership and OCBs. The findings suggest that in fact three out of the four sub scales in authentic leadership had a positive effect on both overall job satisfaction and the OCB of altruism. This study implies suggestions for practical interventions based on the associated theories found in this paper.

Keywords: Authentic leadership, transformational leadership, job satisfaction OCBs

INTRODUCTION

Though there are many theories on leadership, one view is agreed by most scholars, leadership is a real phenomenon that is critical for the effectiveness of organizations (Bennis, 2003; Yukl, 2010). Both Northouse (2010) and Yukl (2010) propose that there are two approaches in categorizing leadership theories, trait based or process/behavior based. Trait based leadership theories describe the leader's personal traits, such as personality, motive and values that will determine their effectiveness, while process or behavior based theories argue that it's their interactions with followers and what they actually do that will predict their success (Northouse, 2010; Yukl, 2010). Reave (2005) argues that personal traits such as honesty, integrity and associated values are crucial elements to a leader's success. The literature also suggests that a follower's perception of a leader may be based on an organization's metrics that will either confirm or deny that leader's success (Giessner, van Knippenberg, & Sleebos, 2009; Reave, 2005).

The most recent leadership theory developed is that of authentic leadership, which is exclusively reliant on the personal traits of the leader as they are key leadership multipliers (Gardner, Avolio, & Walumbwa, 2005). Personality traits such as self-awareness, transparency and ethics, are critical components of an authentic leader (Avolio, Gardner, Walumbwa, Luthans, & May, 2004). In contrast, a more mature leadership theory is that of transformational leadership (Yukl, 2010). Inspiration, intellectual stimulation and individual consideration are core components of transformational leadership, all behaviors that a leader exhibits (Bass & Riggio, 2006). A proposed notion in this paper is to understand what the follower's perceive as contrasting authentic leadership and transformational leadership.

The current definition of authentic leadership, which was born from transformational

leadership, was formulated by scholars Avolio and Gardner (2005) as they chronicled the events, needs and backdrop that induced research in this field. This particular article was a special issue that addressed the inaugural summit hosted by the Gallup Leadership Institute at the University of Nebraska-Lincoln in 2004 on Authentic Leadership Development (ALD) (Avolio & Gardner, 2005). In this article, comparisons were drawn between authentic leadership and various other theories, including transformational leadership (Avolio & Gardner, 2005). Avolio and Gardner (2005) state that authentic leadership can contain different aspects from multiple leadership theories, including characteristics of transformational leaders. Furthermore, George (2004) contends that authentic leadership may or may not contain charismatic personality traits, characteristics that transformational leaders possess.

There have been several different models to measure authentic leadership, (Tonkin, 2010) however, this research study will utilize Luthans and Avolio's (2009) four authentic leadership dimensions, self-awareness, transparency, ethics and morals and balanced processing. Self-awareness is a leader making meaning of their world as it pertains to their strengths and weaknesses, and how they can improve themselves to better serve (Walumbwa et al, 2008). Transparency is presenting one's authentic self to others, such to promote trust, engage in full disclosure to better communicate and minimize displays of inappropriate emotions (Walumbwa, et al., 2008). Ethics and morals is an internalized and integrated form of self-regulation guided by internal moral standards that are not influenced by groups, organizational or societal pressures (Walumbwa, et al., 2008). Lastly, balanced processing is when a leader demonstrates an objective approach to analyzing information prior to making decisions and usually does so by confirming with others, who challenge their deeply held convictions (Walumbwa, et al., 2008).

Job satisfaction has been presented as a mediating variable in several organizational citizenship behavior models (Guleryuz et al, 2008; Lambert, Lynne Hogan, & Barton, 2001; Smith, Organ, & Near, 1983; Zeinabadi, 2010). Smith et al., (1983) suggests that job satisfaction represents to employee mood, which induces altruistic behaviors. Job satisfaction has also been linked as a mediating variable between emotional intelligence and organizational commitment as employee emotions are known to be antecedents to job satisfaction or no job satisfaction, the opposite state (Guleryuz, et al., 2008). Zeinabadi (2010) contends that when researching the relationships between job satisfaction, value commitment and organizational citizenship behaviors, the correlation was the strongest between job satisfaction and organizational citizenship behaviors. Rezaiean, Givi, Givi, and Nasrabadi (2010) when studying job satisfaction, organizational trust and organizational commitment as mediating variables to organizational citizenship behaviors, job satisfaction scored the highest correlation (.79, .02 and .47 respectively). These research patterns suggest that there is a positive affinity between job satisfaction and employee organizational citizenship behavior, specifically altruism. It is also logical to assume that authentic and transformational leaders seek to spark prosocial behaviors in their followers and job satisfaction could conceivably be that mediating factor.

One purpose of this research study was to examine whether authentic leadership was more effective than transformational leadership in predicting organizational citizenship behaviors. This paper offers a research design that measures each of their effectiveness against follower organizational citizenship. Given that authentic leadership is a recent leadership theory, there hasn't been much empirical work done in this area (Endrissat, Muller, & Kaudela-Baum, 2007; Walumbwa, et al., 2008). There has been strong encouragement and foundation for further research, specifically in the realm of follower behavior, attitudes and outcome performance (Avolio, et al., 2004; Fields, 2007; Walumbwa, et al., 2008). Therefore, this study addressed the

question; what are the effects of authentic leadership and transformational leadership on organizational citizenship behaviors? This study will also consider job satisfaction as a mediating force in that relationship.

If one of leadership's main goals is to increase the effectiveness of organizations (Yukl, 2010), which implies the question; which dimensions of leadership are considered of greater significance as predictors to better organizational effectiveness? Though we know much about leadership, applying a particular leadership approach to an organization may be ineffective as there is ambivalence between leaders and followers because of potential exploitation of followers by leaders (Van Vugt, Hogan, & Kaiser, 2008). There is evidence that 50% of managers fail as a manager while 60-70% percent of employees have reported that the most stressful part of their job emanates from their immediate supervisor (Van Vugt, et al., 2008). Hogan and Fernandez (2002) state that the reason that managers fail is that they can no longer rely on their functional knowledge and are now required to apply leadership skills. A gap is implied that managers may not possess the leadership skills they need in their new role.

There is little empirical evidence that authentic leadership is correlated to follower job satisfaction, which implies a gap between the need to create authentic leaders and the programs and interventions required to do so (Walumbwa, et al., 2008). Oguz (2010) observes that little is known of the mediating processes between transformational leadership and organizational success. Andersen (2006) submits that studies on leadership personality traits provide inconsistent answers to their associated effectiveness. Through empirical research, studies show that despotic leadership styles, that were successful from an organizational metrics perspective, were negatively correlated to top management team performance and subordinates' optimism about the future (De Hoogh & Den Hartog, 2008). Because of the confirming and conflicting studies, the need to further research on leadership theories as it pertains to organizational citizenship behavior has become an imperative to further the advancement in predicting leadership effectiveness.

REVIEW OF THE LITERATURE

Authentic Leadership

As many leadership theories that have been developed because of a need in society, authentic leadership is no different as it was formulated from the need for authentic leaders after the ethical debacles of the early 2000s involving Enron and WorldCom (Bandsuch, Pate, & Thies, 2008; Harvey, Martinko, & Gardner, 2006; Zhu, May, & Avolio, 2004). Avolio and Gardner (2005) discuss the origins of authentic leadership by starting with the Greek meaning for authenticity, which is, 'to thine own self be true' (p. 319). Authentic leadership theory combines transformational leadership and ethical leadership or has been proposed that authentic leadership added ethics to transformational leadership (Lloyd-Walker & Walker, 2011).

Self-awareness. The understanding of self has had a long history, however, it has only been in the last 40 years that experimental research has surfaced (Duval & Silva, 2001). Duval and Silva (2001) provide a view of objective self-awareness in three dimensions, self, standard, and attentional focus. Self is defined very broadly and addresses the understanding of the knowledge that one has about themselves, while standard is one's perception of what is correct as it pertains to behaviors, attitudes and traits (Duval & Silva, 2001). Objective self-awareness manifests itself when people compare themselves to a standard (Duval & Silva, 2001). This is then when a gap between self and standard, negative feelings emerge (Duval & Silva, 2001). The

individual has two recourses, adjust their behavior, attitudes, and traits to be congruent with their standard, or terminate the comparison hence a person's self-evaluation (Duval & Silva, 2001). Given this definition, it is plausible to suggest that an authentic leader must have a standard of leadership to achieve and for continued self-improvement, that standard must also evolve and improve.

Luthans and Avolio first defined authentic leadership "as a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development (Walumbwa, et al., 2008, p.92)." It would seem logical that an authentic leader's objective self-awareness must be self-regulated and continually compared to the leader's leadership standard, not only to self, but also in the organizational context in which the leader and associated followers operate.

Transparency. There is much pressure for leaders to be transparent, as much of today's discussion of transparency has stemmed from organizations searching to be transparent given to the fallout of corporate scandals in the last ten years, such to provide confidence to employees as well as shareholders (Bandsuch, et al., 2008). Bass and Steidlmeier (1999) submit that authentic leadership is similar to transformational leadership in regard that transformational leadership attempts to inspire followers from a higher order perspective, the greater good. However, it is said that transformational leaders may not be necessarily authentic since what they inspire may not be what they practice (Bass & Steidlmeier, 1999). From a follower perspective, Yukl (2010) offers that it is imperative that an authentic leader be consistent in their words, actions and values, and these self-evident premises assist followers in understanding whether a leader is transparent or not.

Ethics and Morals. Treviño and Nelson (2007) submit that it is unfortunate, but ethics and moral behaviors seem to appear to be esoteric to most people, yet they do define ethics as behavior that is consistent with the principles, norms and standards of business practice that have been agreed upon by society. Perhaps what Treviño and Nelson (2007) suggest, that ethics and morals is esoteric to many people, has a part in the fact that so many leaders use lies and vagaries to increase organizational efficiency such to achieve a bottom line goal (Serra-Garcia, van Damme, & Potters, 2011). Alahmad (2010) submits that there is a tie between culture and leadership, and its associated ethical stance, however, since global and cross-cultural ethics is so complex, at times, to define, authentic leadership may be compromised. Similar to objective self-awareness mentioned earlier, an authentic leader must also have an ethical standard to compare themselves and to be sure that decisions made are congruent with their ethics and morals.

Balanced-Processing. Walumbwa, et al., (2008) define balance processing when an authentic leader demonstrates their objectivity in analyzing information and seeking advice of their followers before making a decision. Ellis and Fisher (1994) defines group decision-making as when a group reaches consensus, which implies that a group is also committed to the decision made. Ellis and Fisher (1994) defined the measured meaning of consensus as the degree of personal commitment a member feels towards the group decision after it is reached, which implies that an authentic leader must be aware of their constituent's feelings when including them in the decision-making process.

Yukl (2010) presents a close connection between authentic leadership and follower altruism, since authentic leaders display altruism themselves and followers of authentic leaders

share the leader's values and beliefs (p. 424). There are several studies that depict correlation between authentic leadership and follower organizational citizenship behavior via various mediating variables (Avolio, et al., 2004; Ilies, Morgeson, & Nahrgang, 2005; Walumbwa, et al., 2008; Walumbwa et al, 2010).

Transformational leadership

Bass and Riggio (2006) state that transformational leaders stimulate and inspire followers to achieve extraordinary outcomes and help grow followers into leaders. In transformational leadership there are four main components instrumental in follower attainment, idealized influence, intellectual stimulation, inspirational and individualized consideration (Bass, 1997). Idealized influence is when a leader behaves in such a way to become a role model for their followers, someone that followers want to emulate (Bass & Avolio, 1994). Intellectual stimulation is what a leader provides to instill creativity and innovation in their followers by challenging status quo (Bass & Avolio, 1994). Inspirational motivation addresses the followers need to have meaning in their work (Bass & Avolio, 1994). Individualized consideration is the leader acting as a coach and mentor to the follower, focusing on their need for growth as a leader themselves (Bass & Avolio, 1994).

Cho and Dansereau (2010) discover a correlation between transformational leadership, specifically individualized consideration and charisma, to be positive to organizational citizenship behavior in both an individual as well as a group setting. Oguz (2010) contends that transformational leaders who capture follower's trust, faith, respect and appreciation can positively motivate the followers to consider the organization's needs above their own. Oguz continues by stating that researchers have acknowledged factors that effect organizational citizenship behavior in which leadership is a central one.

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) are discretionary extra role behaviors displayed by employees that go outside of the standard job description, yet are known to be behaviors that contribute to positive organizational performance (Yoon, 2009). Bolino, Turnley and Niehoff (2004) submit that OCBs are generally viewed as positive behavior, yet these same behaviors may emanate from negative intentions, such as self-serving motives, or may have negative consequences for employees. The OCB models in the literature have two major dimensions, altruism and general compliance (Smith, et al., 1983). Altruism is associated with the extrarole behaviors such as helping a coworker with lifting a heavy load, while general compliance are in-role behaviors, such as being punctual (Fields, 2002). Through empirical study, Smith et al., (1983) have found a positive correlation between leader supportiveness and job satisfaction, which in turn, had a positive correlation to follower altruism. It is plausible to submit that leadership behaviors have a positive effect on follower characteristics such as altruism and satisfaction.

Job Satisfaction

The definition of job satisfaction concentrates on the feelings that an employee has about their job and, in essence, is the effective orientation that an individual has towards their work (Lu, While, & Louise Barriball, 2005). Ilies and Judge (2002) suggest that a major goal of job

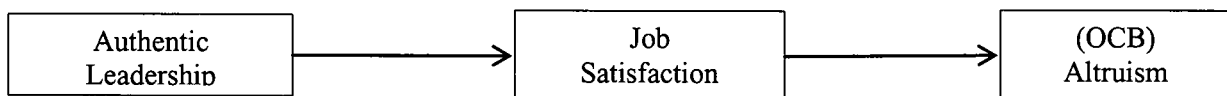
satisfaction research is to better understand the reasons for satisfaction or dissatisfaction. Theodossiou and Zangelidis (2009) submit that job satisfaction is a strong predictor of job performance and productivity. Given these statements, it would be fair to state that understanding job satisfaction, and its causalities, may lead to creating a predictive model for productivity. Chen (2008) suggests that job satisfaction significantly influences organizational behavior as most studies have indicated that job satisfaction positively effects employee performance and associated organizational commitment while negatively influences employee turnover. It is logical to expect that transformational leadership characteristics, specifically inspirational motivation and individualized consideration, and all authentic leadership characteristics, would have a positive effect on follower job satisfaction.

For this research, the use of job satisfaction as the mediating variable supported by Avolio et al., (2004) will provide a path to connecting transformational leadership as well as organizational citizenship behavior as depicted in Figure 1 for testing purposes. Smith et al., (1983) submit that leader supportiveness is an antecedent for job satisfaction. Both authentic leadership (Avolio et al., 2004) and transformational leadership (Bass & Steidlmer, 1999, p. 189) have also been found to be antecedents to job satisfaction. Given that both authentic and transformational leaders are follower-centric leadership styles, it would be reasonable to submit that job satisfaction may have an effect on the leader's action to induce follower altruism.

A Word about Followers

There can be no leaders without followers (Hickman, 2010). Dixon and Westbrook (2003) suggest that little has been done in the discipline of followership other than by Chaleff and Kelly when they submitted that followers are to be treated like partners, participants, co-leaders, co-followers working together with leaders in the pursuit of meaning and productivity in an organization. Much of this lack of focus was attributed to social Darwinism providing a negative connotation given to followers (Hickman, 2010). Perhaps by studying the effects of authentic leadership on follower organizational citizenship behavior, the concept and model in this paper may advance the overall study of followers in an organizational setting. By contrasting authentic leadership to transformational leadership, we may be able to determine which is more effective in influencing follower organizational citizenship behavior, the goal of this study. This theoretical model incorporates the use of job satisfaction as the mediating variable. Below is a graphic of the proposed model derived from the literature and based on current empirical research.

Figure 1 - Research model connecting authentic leadership to organizational citizenship behavior, specifically altruism, through the mediating variable job satisfaction.



Given the findings in the literature and associated premises, the hypotheses that will be tested in this study are:

Hypothesis 1a Self-awareness has a stronger relationship to altruism than transformational leadership.

Hypothesis 1b Transparency has a stronger relationship to altruism than transformational leadership.

Hypothesis 1c Ethics and morals has a stronger relationship to altruism than transformational leadership.

Hypothesis 1d Balanced Processing has a stronger relationship to altruism than transformational leadership.

Hypothesis 2 Authentic leadership has a stronger relationship to general compliance than transformational leadership.

Hypothesis 3a Job satisfaction mediates the relationship between authentic leadership and altruism.

Hypothesis 3b Job satisfaction mediates the relationship between authentic leadership and general compliance.

Control variables. The literature shows that there are various demographic predictors for job satisfaction such as gender, age, level of education and tenure in the job and, therefore, these demographic variables shall be treated as control variables (Lambert, et al., 2001; Maynard, Thorsteinson, & Parfyonova, 2006).

Transformational Leadership as a Control Variable

Though there are many transformational leadership instruments in the literature, most are long and time consuming to complete, therefore the use of the Global Transformational Leadership scale was chosen for this study as it is short, yet valid and reliable (Carless, Wearing, & Mann, 2000). The crux of this study was on authentic leadership, however, without another leadership theory to compare, the findings would have been useless. Transformational leadership, in this study, was used more as a control variable to compare the effectiveness of authentic leadership on employee altruism with overall job satisfaction as the mediating variable

RESEARCH METHODS

Sample and Data Collection

Fowler (2009) submits that sampling a population does not necessarily have to be a strict probability sample. One of the main factors in considering a sample is a sample frame, which is the set of people that have been chosen, given the sampling approach (Fowler, 2009). The reason for this consideration is that the total population for this research will be one structural organization in one company. The respondent group for this study consisted of employees working in an organization within a publicly held, large Fortune 100 software company. This internal organization is composed of 173 employees (N=173) based throughout the United States.

A sample of one hundred and twenty-nine employees (n=129) was collected from the total organization population. Staff member roles are diverse as they range from junior staff members to tenured executives. This sample frame will describe a specific set of people, in this case, IT executives (Fowler, 2009). The leader of the organization sent an e-mail to all employees in the organization asking that they participate in the survey. There were 141

(82%) responses, of which 129 (75%) complete in their entirety. Hair, Black, Babin, and Anderson (2010) recommend between 15-20 survey respondents for each independent variable within a study to achieve sufficient statistical power. There were four independent variables for this study as well as control variables: age, education, tenure and gender. Therefore, the 129 responses satisfied the minimum requirement of 100 responses needed to achieve statistical power.

Measures

The composite survey instrument was administered through Survey Monkey tool, an online surveying tool and consisted of existing, validated scales for each of the study variables to be tested. The instrument for the independent variable, authentic leadership, was the Authentic Leader Questionnaire (ALQ) composed of 16-items utilizing a five-point Likert scale (Walumbwa, et al., 2008) (See Appendix for the copyright letter). The ALQ measured follower's perception of leader's authenticity in four dimensions, transparency (5 items), morals and ethics (4 items), balanced processing (3 items) and self-awareness (4 items). These four theoretically related and substantive factors of authentic leadership were confirmed by Walumbwa, Avolio et al. (2008). Walumbwa, Avolio et al. (2008) have established the discriminant validity with other leadership constructs such as transformational and ethical leadership. The Cronbach alpha reliability coefficient for this study for authentic leadership was .95 and subsequently, the Cronbach alpha reliability coefficients for the subscales were .80 for transparency; .81 for ethics and morals; .83 for balance processing and .90 for self-awareness, all above the minimum acceptable threshold of .70 suggested by Hair (2010). The response anchors ranged from 1 (Not at all) to 5 (Frequently, if not always). Sample items include statements such as the manager "says exactly what he or she means" (transparency); "demonstrates beliefs that are consistent with actions" (morals and ethics); "solicits views that challenge his or her deeply held positions" (balanced processing); and "seeks feedback to improve interactions with others" (self-awareness).

The other independent variable was transformational leadership. In this study, transformational leadership will be viewed as a control variable and, therefore, will be statistically analyzed as one dimension through the use of Carless, Wearing and Mann's short form of transformational leadership, The Global Transformational Leadership (GTL) scale, was appropriate (Carless, et al., 2000). Carless et al., (2000) established that evidence of convergent validity with other leadership constructs such as Kouzes and Posner's Leadership Practices Inventory (LPI) and Bass and Avolio's Multifactor Leadership Questionnaire (MLQ) was present. Both leadership surveys pointed the respondents to their immediate supervisor. This survey was comprised of 7-item survey and the Cronbach alpha reliability coefficient for this study was .93 and the response anchors ranged from 1 (Never) to 5 (Always).

After a literature review on job satisfaction instruments, the follower ratings for this study, for job satisfaction, was recorded using Hackman and Oldham "Job Diagnostic Survey" as it appeared to be a common instrument used to measure job satisfaction and as appeared as a mediating variable, suitable for this study (Guleryuz, et al., 2008; Smith, et al., 1983). Hackman and Oldham's survey contains 25 questions to assess follower job satisfaction (Guleryuz, et al., 2008). This instrument measured overall job satisfaction as well as facets

specific to job satisfaction. Specifically, these facets were, general job satisfaction, internal motivation to work, growth satisfaction, pay satisfaction, security satisfaction, social satisfaction and supervisor satisfaction (Fields, 2002). Fields (2002) reported the reliability for the components of general job satisfaction, internal work motivation and growth satisfaction of the scale based on Cronbach alpha reliability coefficient values range between .55 to .92. General job satisfaction had a Cronbach alpha reliability coefficient of .77, internal work motivation had a Cronbach alpha reliability coefficient of .67 and growth satisfaction had a Cronbach alpha reliability coefficient of .85. For this study, the Cronbach alpha reliability coefficients were .90 for general job satisfaction, .79 for internal work motivation and .85 for growth satisfaction.

Lastly, the dependent variable, which was follower's organizational citizenship behavior, was recorded utilizing Smith et al., (1983) 16 questions Organizational Citizenship Behavior (OCB) survey as it has been used in conjunction with leadership supportiveness. This survey captured employee altruism as well as employee general compliance OCB behaviors and, therefore, was statistically analyzed as two variables. Respondents were directed to respond to the OCB portion of the survey focusing on an individual in the organization that held a similar position as theirs as to keep consistent responses. Smith et al., (1983) reported Cronbach alpha reliability coefficient for altruism be .91 and for general compliance to be .81. For this study the Cronbach alpha reliability coefficients were .91 and .69 respectively.

FINDINGS OF THIS STUDY

The study data was analyzed using the SPSS version 18 software package. Table 1 displays the descriptive statistics and intercorrelations for the study variables. There were significant correlations between all of the subscales of authentic leadership, overall job satisfaction and altruism. General compliance only had a significant relationship with altruism ($r = .36$; $p < .01$). Only age and gender, two of the four control variables, were significantly correlated with overall job satisfaction and altruism respectively.

Hierarchical regression was employed in order to assess if there was significant relationships between the sub scales of authentic leadership and overall job satisfaction as well as altruism. Out of the four sub scales found in authentic leadership, only morals and ethics was found not to possess a significant relationship between both overall job satisfaction and altruism after controlling for age, tenure, education, gender, and transformational leadership.

Table 1
Means, Standard Deviation and Intercorrelations among the Major Variables

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Transformational Leadership	4.28	.77	.93											
2. Self-Awareness	3.99	.93	.85**	.88										
3. Transparency	4.33	.65	.79**	.77**	.80									
4. Ethics & Morals	4.45	.66	.78**	.78**	.78**	.81								
5. Balanced Processing	4.17	.84	.79**	.86**	.77**	.75**	.83							
6. Altruism	5.53	.99	.42**	.52**	.44**	.39**	.44**	.90						
7. General Compliance	5.54	.84	.08	.06	.15	.08	.07	.36**	.70					
8. Overall Job Satisfaction	5.87	.80	.56**	.52**	.50**	.46**	.44**	.34**	.15	.91				
9. Age	3.21	.66	.04	-.07	.03	-.02	-.07	.01	.08	.18*	-			
10. Education	4.67	1.21	.02	.02	.08	-.01	.02	.04	.01	-.01	-.01	-		
11. Tenure	2.96	1.06	-.05	.04	-.03	-.06	-.05	.08	.11	-.09	.07	-.12	-	
12. Gender	1.27	.43	.06	.15	.10	.06	.15	.18*	-.00	-.02	-.27**	.04	.24**	-

N=129 Coefficient alphas reliabilities appears on the diagonal.

*p < .05 (one-tailed); **p < .01 (two-tailed)

Altruism

Altruistic employees are influenced to be altruistic by the positive 'mood' that they are in, meaning that the longer they are in a positive 'mood' state, the more altruistic they are and, therefore, influencing job satisfaction (Smith, et al., 1983). Overall job satisfaction correlated with the dependent variable, altruism ($r = .34, p < .01$) exceeding Pallant's (2007) minimum recommend limit of .3. Only gender appeared as having a significant correlation amongst all control variables ($r = .18, p < .05$). From Table 2, the control variables specified, accounted for 20% of the F Change ($p < .0001$). When conducting regression calculations with the subscales of authentic leadership as the independent variables, all but morals and ethics had a significant impact on altruism as Tables 2-5 show.

Table 2
Hierarchical Multiple Regression: Altruism (N=129)

Altruism	R Square Change	Unstandardized		Standardized	Sig.
		B	SE	β	
Model 1	.20				
(Constant)		2.382	.753		.000
Age		.044	.127	.030	.727
Education		.030	.067	.037	.653
Tenure		.063	.080	.068	.428
Gender		.326	.203	.141	.110
Transformational Leadership		.529	.104	.411	.000

Table 3
Hierarchical Multiple Regression: Altruism (N=129)

Altruism	R Square Change	Unstandardized		Standardized	Sig.
		B	SE	β	
Model 2	.29				
(Constant)		2.608	.715		.000
Age		.122	.122	.081	.318
Education		.023	.064	.029	.714
Tenure		.027	.076	.028	.727
Gender		.245	.193	.106	.206
Transformational Leadership		-.105	.189	-.082	.578
Self-Awareness		.621	.158	.582	.000

Table 4
Hierarchical Multiple Regression: Altruism (N=129)

Altruism	R Square Change	Unstandardized		Standardized	Sig.
		B	SE	β	
Model 3	.23				
(Constant)		1.886	.780		.017
Age		.039	.125	.026	.759
Education		.015	.067	.018	.823
Tenure		.062	.079	.066	.432
Gender		.293	.201	.126	.147
Transformational Leadership		.250	.169	.194	.142
Transparency		.422	.202	.275	.039

Table 5
Hierarchical Multiple Regression: Altruism (N=129)

Altruism	R Square Change	Unstandardized		Standardized	Sig.
		B	SE	β	
Model 4	.22				
(Constant)		1.918	.829		.022
Age		.055	.127	.037	.665
Education		.035	.067	.042	.608
Tenure		.068	.080	.073	.391
Gender		.323	.202	.139	.113
Transformational Leadership		.360	.165	.280	.031
Morals and Ethics		.252	.192	.169	.191

Table 6
Hierarchical Multiple Regression: Altruism (N=129)

Altruism	R Square Change	Unstandardized		Standardized	Sig.
		B	SE	β	
Model 5	.23				
(Constant)		2.168	.751		.005
Age		.074	.126	.049	.558
Education		.030	.066	.037	.651
Tenure		.069	.079	.074	.380
Gender		.274	.202	.118	.178
Transformational Leadership		.261	.168	.203	.123
Balanced Processing		.315	.157	.265	.047

General Compliance

Smith et al., (1983) found that behaviors that were deemed compliant did load separately when conducting a factor analysis on altruistic behaviors and, therefore, are to be treated distinctly (p.662). General compliant behaviors are present when employees carry out their duties correctly for the sake of the organization and not necessarily for others (Smith, et

al., 1983). Employees that are compliant usually seek approval by conducting themselves in a socially desirable way (Smith, et al., 1983). There was no significant correlation or impact by either, authentic leadership ($r = .9$, n.s.) or transformational leadership ($r = .14$, n.s.), on general compliance and, therefore, H2 must be rejected. Also, according to the R squared change values, the control variables along with each of the leadership styles only accounted for 3% of the variance in general compliance.

Table 7
Hierarchical Multiple Regression: General Compliance (N=129)

General Compliance	R Square Change	Unstandardized		Standardized	Sig.
		B	SE	β	
Model 6	.03				
(Constant)		4.553	.709		.000
Age		.080	.120	.062	.507
Education		.022	.063	.031	.730
Tenure		.098	.075	.124	.194
Gender		-.042	.191	-.021	.825
Transformational Leadership		.093	.098	.085	.346

Table 8
Hierarchical Multiple Regression: General Compliance (N=129)

General Compliance	R Square Change	Unstandardized		Standardized	Sig.
		B	SE	β	
Model 7	.03				
(Constant)		4.403	.738		.000
Age		.089	.121	.070	.461
Education		.020	.063	.029	.752
Tenure		.097	.075	.122	.200
Gender		-.053	.193	-.030	.763
Transformational Leadership		-.045	.207	-.041	.829
Authentic Leadership		.174	.232	.143	.454

Overall Job Satisfaction as Mediator

Preacher and Kenny (2008) submit that in behavioral sciences, mediation is a common occurrence and the need to systemically measure this mediation is required (Preacher & Hayes, 2004) though rarely conducted. Baron and Kenny (1986) suggest that often the terms mediator and moderator are interchanged, however, each offer a different perspective on the relationship of variables. A variable that functions as a mediator accounts for the relationship between the independent variables and the dependent variables (Baron & Kenny, 1986). Baron and Kenny (1986) submit that the mediator explains how external physical events take on internal psychological significance.

There appears to be a connection between social relationships amongst peers that is nurtured and improved through altruistic behaviors that emanates from having the desire to improve their job satisfaction (Parsons & Broadbridge, 2006). With the preceding findings, it is plausible to suggest that job satisfaction has a positive correlation with altruism.

Given the literature, it is expected that authentic leaders have the ability to motivate followers, stimulate them, and gain commitment in order to continuously improve their performance (Peterlin, Penger, & Dimovski, 2009) and thus implies a connection to job satisfaction. Authentic leaders are most effective when they can capture the hearts and minds of the people to deeply held values and beliefs, which touch our inner self being (Driscoll & McKee, 2007). Given this statement and the fact that job satisfaction has strong personal and social influences (Chen, 2008), it would be logical to presume that authentic leaders can influence job satisfaction.

In this study, overall job satisfaction was positively and significantly correlated to altruism ($r = .34$; $p < .01$) and overall job satisfaction as the dependent variable had a significant correlation to all subscales of authentic leadership controlling for age, education, tenure and gender. However, as Table 9 and 10 show that overall job satisfaction does not mediate the relationship between altruism or general compliance and therefore H3a and H3b must be rejected.

Table 9
Hierarchical Multiple Regression: Overall Job Satisfaction (N=129)

Altruism	Unstandardized		Standardized	Sig.
	B	SE	β	
(Constant)	2.520	.474		.000
Authentic Leadership	.709	.110	.496	.000

Table 10
Hierarchical Multiple Regression: Overall Job Satisfaction (N=129)

Altruism	Unstandardized		Standardized	Sig.
	B	SE	β	
(Constant)	2.058	.601		.001
Authentic Leadership	.624	.130	.436	.000
Overall Job Satisfaction	.140	.113	.113	.216

Baron and Kenny (Baron & Kenny, 1986) suggest that the Sobel calculation provides “[...] an approximate significance test for the indirect effect of the independent variable on the dependent variable via the mediator.” In essences there are three principles to the Sobel tests (Sobel, n.d.). One test adds a third denominator term ($a_2 \cdot s_{b_2}$), the Aroian test, one that subtracts it, the Goodman test, and the last does not include it at all, the Sobel test (Sobel, n.d.). For completion sake, all three tests were conducted as depicted in Table 11 as well as the actual equations that depicted the third term in the denominator position.

Table 11
Sobel Tests: Overall Job Satisfaction as a Mediator between Authentic Leadership and Altruism

Tests	Test Statistic	Std. Error	p value
Sobel Test	1.22	0.08	0.22
Aroian Test	1.20	0.08	0.23
Goodman Test	1.23	0.08	0.22

Utilizing the same method as described, a similar test was conducted with general compliance as the dependent variable. The unstandardized B score for the relationship between authentic leadership (IV) and general compliance (DV) was .121 with a standard error of .107 while the relationship between both authentic and overall job satisfaction (IVs) to general compliance (DV) is .136 and the standard error is .110. As table 12 shows, all calculations were insignificant exposing that job satisfaction does not mediate the relationship between authentic leadership and general compliance.

Table 12

Sobel Tests: Overall Job Satisfaction as a Mediator Between Authentic Leadership and General Compliance

Tests	Test Statistic	Std. Error	p value
Sobel Test	.83	0.02	0.40
Aroian Test	.72	0.02	0.47
Goodman Test	1.04	0.02	0.30

LIMITATIONS OF THIS STUDY

A limitation of this study is that it only considered one hierarchical organization within one company, which brings into question the credibility, as well as the ability to generalize the findings to the rest of the population as this represents an external validity threat on the basis of an interaction of setting (Creswell, 2009). These finding may not necessarily be indicative to other organizations and would require additional data from other organizations. A second limitation, similar to the first limitation, is that the organization in which the sample was drawn from, has a higher than average business experience level than most organizations. This demographic information was difficult to ascertain as individuals in this organization are classified as knowledge workers, where their value comes from not only education and experience, but from cognitive abilities. This fact may skew the findings as several respondents have been leaders for many years and may have presuppositions of what the survey questions seek to find.

Internal and External Threats to Validity

Specific threats to internal and external validity for this study were low, however, there were a few subtle ones. From an internal validity perspective, the actual testing (Creswell, 2009) may have been threatened since the data utilized in the study emanated from a population that perceives themselves as leaders and may respond to the survey as they wish to be perceived. The intention was to control this threat by stratifying the results by groups within the organization since each respondent that is a leader will also be responding as a follower. A threat to external validity may be present, as this sample may not necessarily be generalized to the rest of authentic leaders, since the population are senior leaders (Creswell, 2009). In addition, some of the participants have strong background in governance, risk and compliance (GRC) and may have personal feelings towards the characteristics of authentic leaders, since the notion of an authentic leader did emanate from the lack of governance in corporate America in the early 2000s (Bandsuch, et al., 2008; Harvey, et al., 2006; Zhu, et al., 2004).

RECOMMENDATION FOR FUTURE RESEARCH

Other areas for further research might be to explore other leadership theories such as ethical, charismatic or servant leadership in a similar fashion since the focus was only on authentic leadership. Throughout the literature, as expressed earlier, job satisfaction has been studied as a mediating variable, but has been rarely hypothesized as a moderating in regard to organizational effectiveness variable (Bacharach, Bamberger, Biron, & Horowitz-Rozen, 2008). Perhaps researching job satisfaction, as a moderating variable would advance the understanding of follower job satisfaction and associated organizational citizenship behavior models. Finally, an area for research that came from the literature review conducted; another mediating variable that appeared to have similar effect to organizational citizenship behavior induced by leadership supportiveness, was self-efficacy (Nielsen, Yarker, Randall, & Munir, 2009), which submits that supportive leadership enhances self-efficacy

CONCLUSION

The results of this study both affirmed that there is a positive and significant relationship between the three out of four subscales of authentic leadership and altruism, while negating that there is any mediating relationship provided by overall job satisfaction. This study's objective was to examine whether authentic leadership was more effective than transformational leadership in predicting organizational citizenship behaviors, and, therefore, a number of hypotheses were constructed and examined and Table 13 recapitulates the results in indexed to the specific hypotheses investigated. Findings such as these are important in guiding leaders when creating policies and organizational cultural norms that may act as interventions to elicit employee altruism.

Smith et al., (1983) state that altruistic behaviors are classified as a type of behaviors aimed at helping another person (p. 661). Stewart, Manz, and Sims (1999) submit that one of the reasons teams are formed is because people seek an interpersonal perspective, to have affiliation with others as well as the desire to give and receive affection (p. 5). Given these parallel concepts, it is possible to consider altruism as an antecedent to teamwork.

An important observation is that the only sub scale of authentic leadership found not to have a positive and significant effect to employee altruism was that of moral and ethics. Bass and Steidlmeier (1999) submit that pseudo-transformational leaders may appear to be authentic and honest, supporting the organizational goals, however, this outer shell is a veneer to their self-centered approach to leadership as they continue to downsize staff while increasing their personal compensations (p. 187). Howell and Avolio (1995) have submitted that there continues to be a great need to authentic leaders explicitly because of the lack of ethics found in organizations. These leaders must create policy and a social norms to uphold ethics in the companies today (Howell & Avolio, 1995). It appears that this study continues to highlight this issue.

Table 13
A Summary of the Examined Hypotheses and Results

Research hypothesis		Results
H _{1a}	Self-awareness is a stronger predictor of altruism than transformational leadership.	Confirmed
H _{1b}	Transparency is a stronger predictor of altruism than transformational leadership.	Confirmed
H _{1c}	Ethics and morals is a stronger predictor of altruism than transformational leadership.	Rejected
H _{1d}	Balanced Processing is a stronger predictor of altruism than transformational leadership.	Confirmed
H ₂	Authentic leadership is a stronger predictor of compliance than transformational leadership.	Rejected
H _{3a}	Job satisfaction mediates the relationship between authentic leadership and altruism	Rejected
H _{3b}	Job satisfaction mediates the relationship between authentic leadership and general compliance	Rejected

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