Relationship Between Authentic Leadership And Job Satisfaction: Mediating Role Of Organizational Commitment

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Abstract

The basic objective of this research is to find out the relationship between authentic leadership (AL) and job satisfaction (JS), AL and organizational commitment (OC), OC and JS. Moreover, the study is also intended to find out the role of OC as a mediator between AL and JS. Two hundred and seventy nine (N=279) questionnaires received from faculty members of private sector universities of Khyber Pakhtunkhwa, Pakistan, used as the sample of the study. Correlation and confirmatory factor analysis are used to test the hypotheses. The results of correlation showed a significantly positive relationship between AL and JS, OC and JS, AL and OC. Confirmatory factor analysis confirmed a direct path from AL to JS and OC. Similarly a direct path from OC to JS is also confirmed. Also, an indirect path from AL to JS through OC tested and confirmed. OC partially mediated the connection between AL and the JS. The study endorses and recommends authenticity of leadership roles to improve the commitment and JS of the employees in the education sector of Pakistan as a significant part strategic HRM.

Keywords: Authentic Leadership, Organizational Commitment; Job satisfaction; strategic HRM

Introduction

The importance of leadership has been illustrated by Peter Drucker by saying that ''as saplings perish from the highest, firms suffer with downfall when the leaders fail to manage it properly'' (Darvish & Rezaei, 2011). In a similar way Alferd Marshall emphasizes leader role in the survival and success of an organization by saying that '' if machinery, tools and capital are destroyed at once, but proficient managers residues than growth, success and prosperity will be booming from before'' (Nishizawa, 2001). Douglas McGregor added that the characteristics like enthusiasm, responsibility, development drive, motivation and willingness to attain goals are already present in an individual however it is leadership's responsibility to enable individuals to recognize and polish these traits for themselves (W. L. Gardner & Schermerhorn, 2004). The role of leadership is an undeniable fact for the success of an organization because it directs and strengthens individual potential to attain excellent outcomes (Hicks & Gullett, 1998).

In order to stay successful and effective in long run, leadership should be authentic in each and every organization (Hassan & Ahmed, 2011). The notion of AL can be understand with the help of three disciplines naming philosophy, social

psychology and psychology (Kernis, 2003; Ryan & Deci, 2003). According to philosophical point of view, authenticity has been defined with the concept of being yourself and have its roots in early Greek days (Harter, 2002; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). While in social psychology the authenticity was elaborated as a process consisting of both positive psychological dimensions and advanced organizational frameworks which yields both enhanced self-awareness and constructive self-development (Luthans, 2011).

Literature Review

Authentic leadership

The concept of AL has been an area of great importance and frequent research among practitioners these years (Walumbwa, Wang, Wang, Schaubroeck, & Avolio, 2010). Leaders are known with the capacity to effectively use data about themselves, to have pure individual identities, to adjustment behavior in relation to these identities and the capability to synchronize their preferences with society demands (W. Gardner, 2005). AL is relatively recent framework originating from the concept of leadership, ethics, positive psychology and job related outcomes (Macik-Frey, Quick, & Cooper, 2009). Walumbwa.et al.,(2008) define AL as a behavioral pattern of a leader that serves to draw and promote optimistic psychological abilities and useful ethical climate to yield enhanced self-awareness and intrinsic ethical perspectives, stable information handling and interpersonal transparency on leaders part while being busy with followers and nurturing fruitful self-development. Moreover, AL is equipped with some features like self-awareness, self-identity, self-esteem, self-development/realization, self-regulation, self-motivation and self-efficacy (Klenke, 2007). In another words AL could be defined as leadership who are high in honesty, purpose and determination, having firm

fundamental values and exercise strong obligation towards stakeholders (George, 2003).

Walumbwa et al.,(2008) identified four dimensions of the construct ' AL including a). Self-awareness: referring to one's understanding and knowledge about his emotions, motivation and values, b). Balanced processing: referring to the ability of a leader to objectively analyze all the relevant information about decision making, c). Internalized moral perspective: When leader take initiatives with intrinsic moral and ethical values and standard instead of institutions, groups and their social pressure, d). Relational transparency: Leaders stay truthful with themselves, clearly share relevant information and express right emotions and thoughts, avoiding incorrect emotions in order to stay confident (Xiong & Fang, 2014).

Job satisfaction

JS is considered as one of the most vital issue in organizational psychology and work environment, hence understanding of the phenomenon attracts researchers (Baquero, Delgado, Escortell, & Sapena, 2019). According to Locke (1976) JS is a positive psychological state of mind derived from assessment of one's work. It is JS level that shows employees' loyalty and commitment towards their organization and expresses high diligence while performing their duty (Santa Cruz, Sánchez Cañizares, & López-Guzmán, 2011). In another words, JS represents general perception of employees towards their job based on certain features of work including compensation, work environment and other related aspects (Darvish & Rezaei, 2011). The significance of JS is further highlighted when different negative outcomes of job dissatisfaction like turnover intention, absenteeism, lack of sincerity and loyalty and increasing rate of accidents are taken into considerations (Spector, 1997).

Relationship between Authentic Leadership and Job Satisfaction

Different studies established the existence of positive relationship between AL and JS (Penger & Černe, 2014). According to Avolio, Gardner, Walumbwa, Luthans, & May (2004), AL carries the potential to improve the level of employees' engagement, motivation, commitment and JS. In a study by Nopphong Kerdngern, Kamthornph & Narinthorn (2019) it was revealed that self-awareness and relational transparency being dimensions of AL have a positive and significant relationship with JS. Another study was conducted on faculty members serving in public sector universities situated in Peshawar-Pakistan, the study revealed that there exists a positive significant relationship between AL and employees JS (Khan, Muhammad, Afridi, & Sarwar, 2017).

Methodology

Data collection procedure

For data collection from faculty of private sector universities of KP, Pakistan, 350 questionnaires were physically administered. The faculty members were informed of the purpose for which the questionnaires would be used. They agreed, participated voluntarily and returned 290 complete questionnaires. Only eleven out of 290 questionnaires were eliminated due to incomplete information and the remaining 279 questionnaires were used for data analysis.

Measurement

1. Authentic leadership

For measuring all the four dimensions of AL and overall AL, AL inventory by Neider & Schriesheim (2011) was used. AL has four dimensions comprising of Rational Transparency, Internalized Moral Perspective, Self-awareness, and Balanced Processing. Each dimension was measured by using 4 items each. To measure the overall AL, 16 items were used. A scale ranging from Strongly Disagree to Strongly Agree was used to record the responses.

2. Organizational commitment

For measuring all the three dimensions of OC and overall OC, OC scale by Meyer & Allen (1991) was used. OC has three dimensions including AC, Continuous Commitment, and Normative Commitment. Each dimension was measured by using 6 items each. To measure the overall OC, 18 items were used. A scale ranging from Strongly Disagree to Strongly Agree was used to record the responses.

3. Job Satisfaction

For measuring all the three dimensions of JS and overall JS, Minnesota Satisfaction Questionnaire by Lawler, Cammann, Nadler, & Jenkins,(1979) was used. Pay, Promotion, and Job Security are three dimensions of JS used in this study. Each dimension was measured by using 5 items each. To measure the overall JS, 15 items were used. A scale ranging from Strongly Disagree to Strongly Agree was used to record the responses.

Results and Analysis

Pearson Correlation

Table 1 Correlation among AL and JS and OC

		Authentic Leadership	Organizational commitment	Job Satisfaction
Authentic Leadership	Pearson Correlation	1	.382**	.483**
	Sig. (2-tailed)		.000	.000
	N	279	279	279
Organizational commitment	Pearson Correlation	.382**	1	.666**
	Sig. (2-tailed)	.000		.000
	N	279	279	279
Job Satisfaction	Pearson Correlation	.483**	.666**	1
	Sig. (2-tailed)	.000	.000	
	N	279	279	279
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 1 explains the correlation between AL, JS and OC. The relationship between OC and JS was found to be stronger than the relationship of AL and JS followed by the relationship of AL and OC. Hence, all the below hypotheses are accepted in the sample data.

H1: AL and JS are positively related.

H2: AL and OC are positively related.
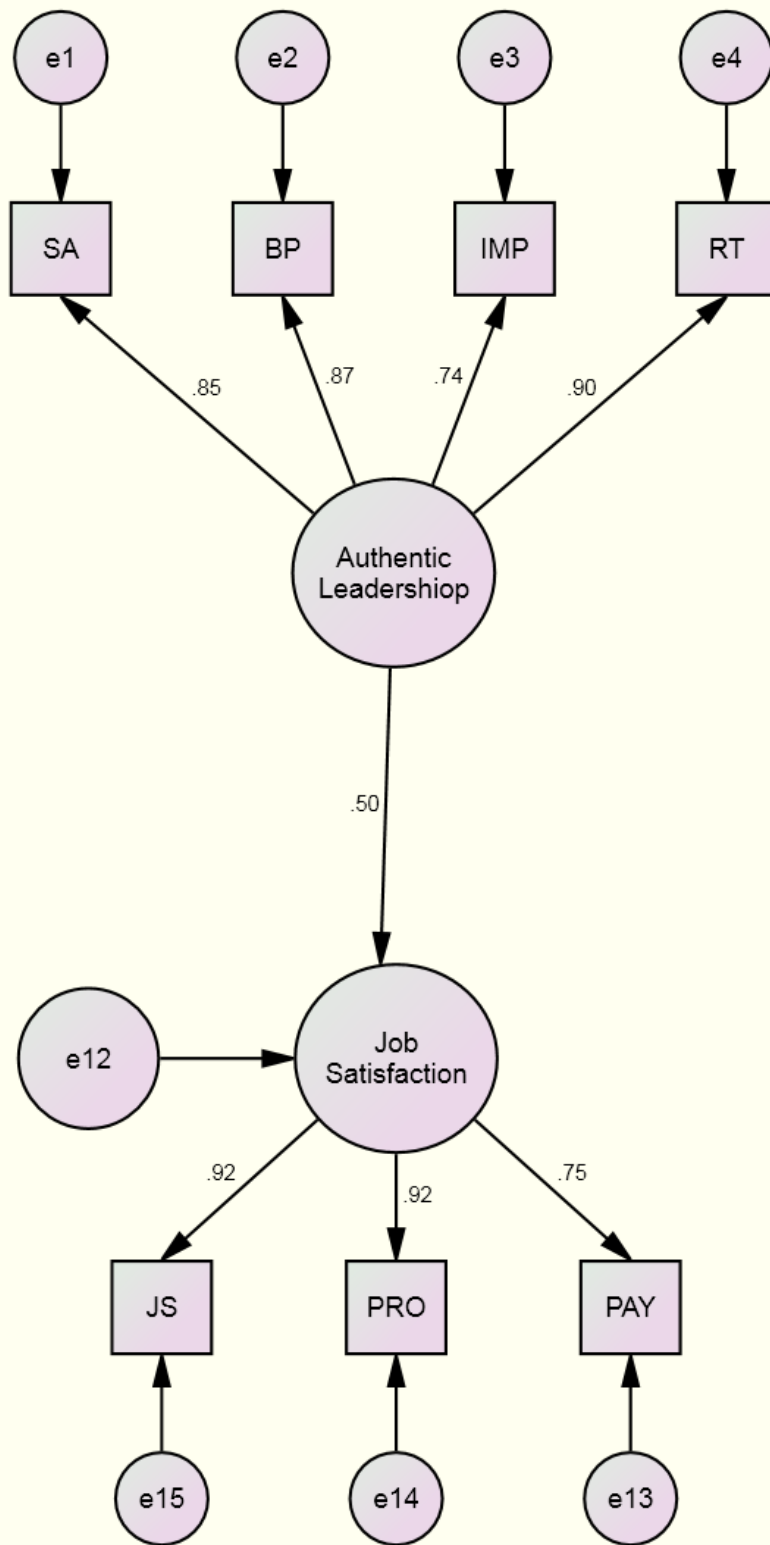
H3: OC and JS are positively related.

Mediation Analysis

Fig 1. Direct Path from AL and JS

Direct Path from AL and JS

The direct path from AL and JS was confirmed by using confirmatory factor analysis. The results as shown in the graph and table 2 below confirm that AL has significantly affected JS. According to Baron & Kenny (1986), independent variable must affect the dependent variable significantly in order to investigate the mediating role. The AL i.e., independent variable has significantly affected JS i.e., the dependent variable. So the 1st condition proposed is met. All indices such as GFI, CFI, RNR, RMSEA, etc showed acceptable values. So the model of two factors, AL and JS was accepted by using confirmatory factor analysis.

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	15	181.964	13	.000	3.997
Saturated model	28	.000	0		
Independence model	7	1513.589	21	.000	72.076

Model	RMR	GFI	AGFI	PGFI
Default model	.035	.865	.708	.401
Saturated model	.000	1.000		
Independence model	.306	.351	.135	.264

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.880	.806	.887	.817	.887
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

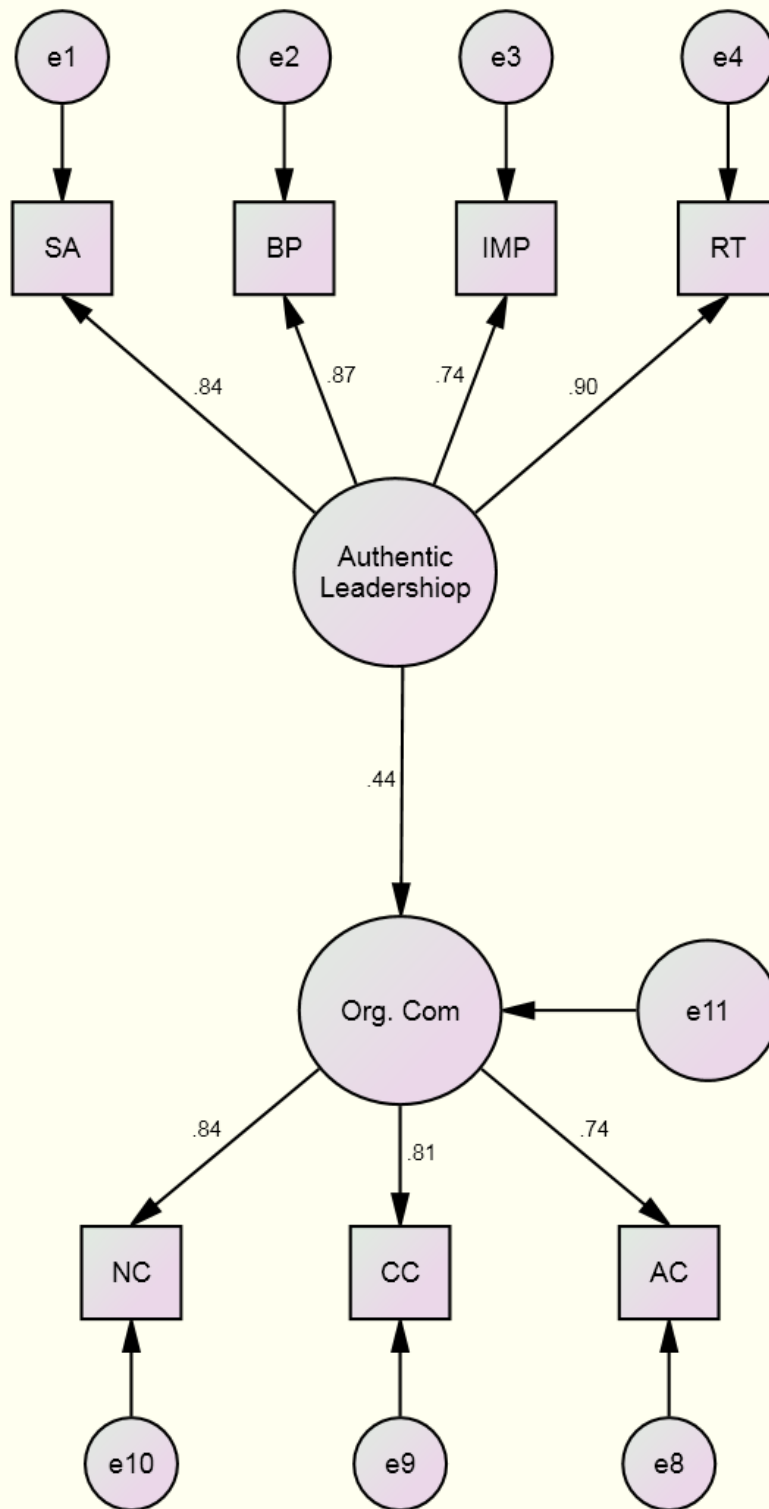| Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.065	.189	.245	.000
Independence model	.506	.484	.527	.000

Fig 2. Direct Path from AL and OC

Direct Path from AL and OC

The direct path from AL and OC was tested by using confirmatory factor analysis. The results as shown in the graph and table 3 below confirm that AL has significantly affected OC. According to Baron & Kenny (1986), independent variable must affect the mediator significantly in order to investigate the mediating role. The AL i.e., independent variable has significantly affected OC i.e., the mediating variable. So the 2nd condition proposed is met. All indices such as GFI, CFI, RNR, RMSEA, etc showed acceptable values. So the model of two factors, AL and organizational was accepted by using confirmatory factor analysis.

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	15	15.479	13	.278	1.191
Saturated model	28	.000	0		
Independence model	7	1119.627	21	.000	53.316

Model	RMR	GFI	AGFI	PGFI
Default model	.014	.984	.966	.457
Saturated model	.000	1.000		
Independence model	.235	.401	.202	.301

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.986	.978	.998	.996	.998
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.026	.000	.068	.790
Independence model	.434	.412	.456	.000

Fig 3. Direct Path from JS and OC
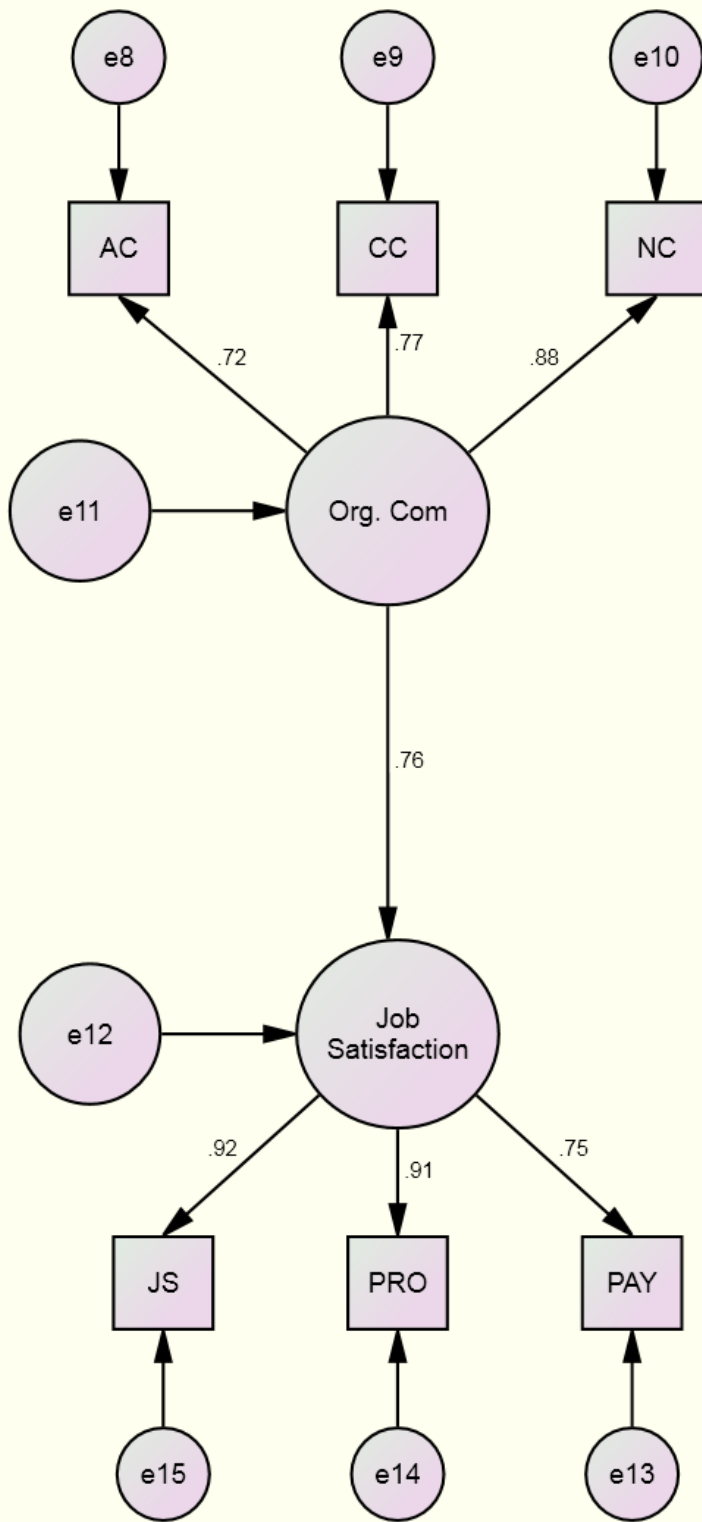
Direct Path from OC and JS

The direct path from OC and JS was tested by using confirmatory factor analysis. The results as shown in the graph and table 4 below confirm that OC has significantly affected JS. According to Baron & Kenny (1986), the mediator must affect the dependent variable significantly in order to investigate the mediating role. The OC i.e., mediator has significantly affected JS i.e., the dependent variable. So the 3rd condition proposed is met. All indices such as GFI, CFI, RNR, RMSEA, etc showed acceptable values. So the model of two factors, OC and JS was accepted by using confirmatory factor analysis.

Table 4

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	13	26.204	8	.001	3.275
Saturated model	21	.000	0		
Independence model	6	1069.436	15	.000	71.296

Model	RMR	GFI	AGFI	PGFI
Default model	.020	.970	.922	.370
Saturated model	.000	1.000		
Independence model	.333	.358	.101	.255

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.975	.954	.983	.968	.983
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

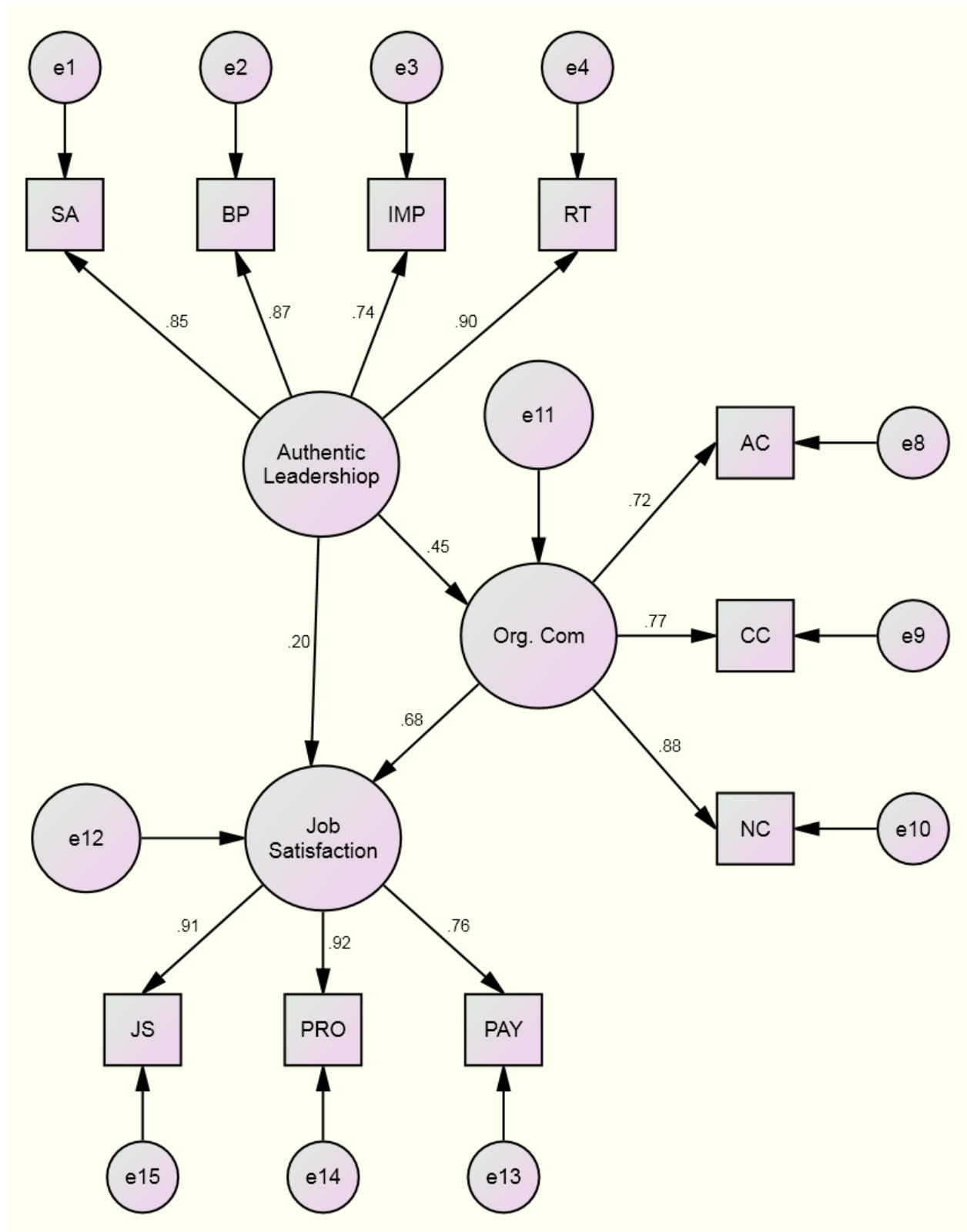| Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.080	.053	.130	.038
Independence model	.503	.478	.529	.000

Fig 5 Indirect Path from AL to JS through OC

Indirect Path from AL to JS through OC

Confirmatory factor analysis showed that OC partially mediated the relationship between AL and JS. All requirements proposed by Baron & Kenny (1986) to be met before testing the mediating role were satisfied. The value of regression between AL and JS was declined from .50 to .20 when OC was included as a mediator. The three factors model is accepted by using confirmatory factor analysis. All values of CFI, GFI, RMR, RMSEA are accepted. So H4: OC mediates the relationship between AL and JS is accepted.

Table 5

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	23	60.804	32	.000	1.9
Saturated model	55	.000	0		
Independence model	10	2056.710	45	.000	45.705

Model	RMR	GFI	AGFI	PGFI
Default model	.028	.882	.797	.513
Saturated model	.000	1.000		
Independence model	.279	.307	.153	.251

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.894	.851	.908	.870	.908
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.075	.127	.163	.000
Independence model	.401	.386	.416	.000

Conclusion

The basic objective of this research is to find out the relationship between AL and JS, AL and OC, OC and JS. Moreover, the study is also intended to find out the role of OC as a mediator between AL and JS. Two hundred and seventy nine (N=279) questionnaires received from faculty members of private sector universities of Khyber Pakhtunkhwa, Pakistan, used as the sample of the study. Correlation and confirmatory factor analysis were used to confirm the hypotheses. The results of correlation showed a significant positive relationship between AL and JS, OC and JS, AL and OC. Confirmatory factor analysis confirmed a direct path from AL to JS and OC. Similarly a direct path from OC to JS was also confirmed. An indirect path from AL to JS through OC was also tested and confirmed. OC partially mediated the relationship between AL and JS. The study endorses and recommends authenticity of leadership roles to improve the commitment and JS of the employees in the education sector of Pakistan as a significant part strategic HRM. Similar set of studies are directed in future in other industries as well as sectors to overall enhance the workforce JS working in Pakistani context.

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