

Relationship between Authentic Leadership and Employee Commitment to Rural Health

Name

Institution

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Literature Review

Introduction

The modern-day healthcare systems incessantly undergo rapid shifts ranging due to the fiscal meltdowns. As such, it is evident that healthcare facilities, especially, in rural areas need a unique type of business leader, especially those who can lead with purpose and possess strong values and business integrity. Such leaders can create sustainable healthcare organizations and inspire their employees to offer better customer services for a competitive business advantage (Wang & Hsieh, 2013). Authenticity and integrity are regarded as important societal values in both Western and Eastern societies. Authentic leadership enhances humane enterprise for sustainable organizations (Peus, 2012). The attention on authentic leadership has increased in recent years gradually, especially in academic and practical fields owing to its role in solving societal and organizational problems. Thus, authentic leadership is vital for the enhancement of employee performance making it a root construct in all kinds of effective leadership (Azanza, Moriano, & Molero, 2013). Hence, it is vital to evaluate the relationship between authentic leadership and worker commitment in the context of rural healthcare. Precisely, the current chapter delves into an in-depth literature review to uncover evidence from previous researchers on the influence of authentic leadership on the commitment of employees in rural health. The chapter begins with a conceptualization of the study variables and later delves into the role of authentic leadership in augmenting employee performance, fostering positive employee-manager relationship, and in enhancing positive employer-employee relationship in rural healthcare facilities.

Conceptualization of Authentic Leadership

The leadership traits of a person serve as a magnet that inspires, attracts, and retains people or a repelling force that keeps them away. People desire to work with personalized leadership that inspires and speaks to their hearts. As a result, these people become motivated to perform things that they would accomplish. Such attributes imbue authentic leaders who create hope, inspiration, love, and relationship-centered principles in the workplace. In other words, authentic leaders motivate excellence.

In the past decade, there has been considerable attention to authentic leadership research as evidenced by a growing number of literature reviews. Amidst the numerous organizational challenges stemming from leadership failure, there has been a considerable focus from researchers on an effective leadership model that promote organizational values. Many consider authentic leadership as the appropriate approach that lays a foundation for other forms of leadership models that promote positive moral behaviors. On the basis of fundamental elements of authentic leadership, it is evident that such attributes have a positive influence on workers' job contentment and augments work performance. Kerfoot (2006) provides a detailed review of the term authentic leadership. In her exposition, the article argues that a leader cannot term himself or herself as authentic. Hence, only his or her followers can describe him or her as authentic based on their experience of the leadership skills. Thus, an authentic leader should be sincere, real, and characterized by integrity and honesty. Kerfoot continues to note that authentic leaders follow their purpose and their activities reflect their values. These leaders perceive themselves as servants and stewards and are guided by both their heads and hearts while leading. The above definition accentuates the value of living the ideas that people support. A leader's top priority is

to provide an opportunity for people to change the world. In another review, Giallonardo, Wong, and Iwasiw (2010) agree with Kerfoor (2006) that indeed, authentic leadership fosters self-development through positive psychological capacities. The attributes of authentic leaders allow them to enhance satisfaction and engagement of followers through augmenting their identification with a company and the leader, as well as facilitating confidence, positive emotions, optimism, and optimism. The aptness of conceptualizing leaders as authentic hinges on the equivalents between leader-follower interactions (Kerfoor, 2006). To attain authenticity, a leader embarks on a transparent and open relationship with followers as a positive role model. Thus, the leader demonstrates effective leadership skills in decision making, in setting priorities, and in being a role model.

The study by Laschinger, Wong, and Grau (2013) described authentic leadership as an ethical and transparent leader behavior that heightens openness in information sharing. Such openness is essential in decision making while appreciating input from followers. The definition mirrors those of Giallonardo, Wong, and Iwasiw (2010) and Kerfoor (2006) that indeed, authentic leaders play a significant role as bridges for people in building optimism, finding meaning at work, and showing commitment to others. Generally, authentic leaders can be conceptualized as encouraging transparency in relationships resulting in trust and inclusive positive work climate. The authentic leader develops trust and a healthy working relationship through relational transparency, self-awareness, and balanced processing. As shown, the definition of authentic leadership affirms its importance in enhancing employee commitment through fostering open employee supervisor interaction. Such interactions are important in calculating feelings of trust among employees, which motivates them to perform better. A similar study conducted by Wong, Spence Laschinger, and Cummings (2010) highlight similar

results. The study aimed to test the relationship between authentic leadership and employee trust in their management and work engagement activities. The findings confirm that authentic leadership and trust in managers play a critical role to foster engagement of employees in their roles and responsibilities, trust, and perceived quality of care in case of healthcare industry. Thus, it is apparent that the conceptualization of the term authentic leadership supports its contribution to positive employee performance, which is imperative for general organizational performance (Laschinger, Wong, and Grau, 2013).

Components of Authentic Leadership

Authentic leadership is gaining increased attention to corporate and political scandals in society. Considering a range of perspective, authentic leaders have the ability to lead a group of people through exemplified moral behavior for effective leadership. Rural healthcare organizations face numerous challenges that seem to bring about an increasing interest in honest and genuine leaders. For example, Gardner et al. (2005) carried out a theoretical valuation of authentic leadership in the context of promoting follower development. In their analysis, they outline various explications of authentic leadership including the development process of an authentic leader. In the description, they argue that self-awareness is a vital antecedent of the development of an authentic leader. As such, an increasing level of self-awareness is an important component for the development process of an authentic leader. In a different study, Emuwa (2013) supports Gardner et al. (2005) conclusion asserting that the key tenet of this model is that by increasing self-awareness, positive modeling, and self-regulation, authentic leaders can foster development in their followers. In particular, self-awareness means knowing what is important for a leader which entails activation of set goals, expectancies, conditions, and effects. The awareness element of authenticity entails possession of trust and awareness in one's

desires, feelings, motives, and self-relevant thoughts. In other words, authentic leaders are conscious of their strong and weak points and their various capabilities. Hence, self-awareness is an incessant process where a person attains a level of self-reflection on his or her unique emotions, identity, values, knowledge, goals, capabilities, and talents as initiated by external events.

Gardner et al. (2005) go ahead to provide a social psychological review of the positive outcomes of self-awareness. For example, the authors explicate self-concept lucidity as the measure to which the elements of a person's self-concept can be assertively and evidently be conceptualized, provisionally stable, and internally incessant (Gardner et al., 2005). Also, the authors integrate self-awareness to self-certainty, which connote the measure at which a person is poised concerning varied perceptions about various domains. Self-certainty can be measured by the Latitude of Self-Description Questionnaire, which reveals that high levels of self-certainty are related to positive affect and a high level of self-esteem. The link is true depending on whether a trait attribute is negative or positive.

In another study, Valsania et al. (2012) state that positive leadership increases moral behavior and job performance. With regard to effective leadership, authentic leaders are considered to be charismatic, transformational and exhibit exemplary behavior. In evaluation with other leadership styles, the central notions of authentic leadership hinge on self-awareness, engaging in the right activity, being open-minded during decision making, and being open in relating with other people. Therefore, the authenticity of the leader plays a significant role in attracting unique leadership characteristics that are suitable for every form of leadership.

Hannah, Woolfolk, and Lord (2009) affirm this view by showing that authentic leadership entails

being conscious of positive behaviors that can elicit responses from the followers which further fosters self-concepts of both the leader and followers.

Valsania et al. (2012) evaluated the influence of authentic leadership on the display of citizenship behavior among employees. Precisely, the researchers emphasized recognizing approaches through which the main constituents of authentic leadership influence the display of organizational citizenship behaviors among employees. Self-awareness was identified as a crucial component that focuses on the multi-faceted nature of individual strengths and weaknesses. The findings clearly mirror results that were achieved by Gardner et al. (2005) that self-awareness is a critical component of authentic leadership. Thus, knowing oneself is important in developing a continuous self-exposure and knowledge of contradictory organizational aspects. While the component of self-awareness employs the ethical principles to look out for integrity within an individual leader balanced processing is more about being fair-minded during the decision-making process. The management hinges on considering various perspectives in offering a better comprehension of the problem. Organizational context also impacts on the making of authentic leaders through providing moral principles that support a shared goal (Gardner et al., 2005). One prominent moral perspective is that leaders require an integrated form of self-regulatory behavior that is self-imposed and comes from an individual internalized moral value. Finally, relational transparency of authentic leadership, on the other hand, is based on the concept of genuineness. A review by Avolio, Gardner, Luthans, May, and Walumbwa (2005) that addresses the present and future leadership need also highlight that positive outcome of authentic leader-follower association results in a heightened level of the followers' performance and engagement and increased workplace well-being. This implies that authentic leadership creates an environment that understands and values everyone. This

component helps leaders to share information openly since one of the major facets of authentic leadership is transparency (Avolio et al., 2005). Thus, a leader can be able to maintain relations with employees-based honesty and trust.

Ribeiro, Gomes, and Kurian (2018) investigate the contribution of authentic leadership to work performance. Notably, the authors assess how affective commitment among workers mediates these variables. They employed a quantitative research design on a sample of 200 participants from the working sector in Portugal. Specifically, a Sobel test and linear regression approach were utilized to evaluate the mediation connection. Like Ribeiro, Gomes, and Kurian (2018), Darvish and Rezaei (2011) investigated the influence of authentic management on team engagement to work and job fulfillment. In the analysis, the authors deliberate on the constituents of this type of leadership. The authors explain self-awareness as a person's mindfulness about values, motives, personal attributes, thoughts, and feelings. It encompasses awareness about a person's internal contradictory personal aspects and function of these aspects on impacting their behaviors, actions, feelings, and thoughts. Their findings clearly reflect those of Gardner et al. (2005) and Valsania et al. (2012) as discussed above. Thus, it is evident that self-awareness is conceptualized as a developing process through that leaders attain an understanding of their unique experiences, knowledge, and capabilities.

The second element of authentic leadership as described by Darvish and Rezaei (2011) is balanced processing. The component closely relates to self-awareness and it incorporates unbiased and balanced processing. It involves nondiscrimination or distortion of observed or gathered information while gaining self-awareness or engaging in self-reflection through external evaluations or internal introspection. Walumbwa et al (2008) mentioned previously mentioned finding by asserting that in the balancing process, a leader analyzes the existing data objectively

before making a choice and by so doing elicit opinions that challenge their position. As such, authentic leaders pay particular attention to both negative and positive outcomes about their leadership styles and personal attributes.

Thirdly, authentic leaders engage in self-regulation, which is an alignment of personal values with actions and intentions. The process involves making goals, values, and motives transparent to supporters or followers, which contributes to the demonstration of consistency and leading by example. Important to this element is that the regulatory system hinges on internal aspects and not external expectations or forces. Moreover, self-regulation is dissimilar from such concepts as impression management and self-monitoring, which may include intentional distortion of communication leading to inauthentic dialogue. Instead, self-regulation includes establishing a link between anticipated outcomes and internal standards as well as the discipline to transform core values into repeated actions. Therefore, authentic leaders with self-regulatory attributes will act to their words and say what they believe and act.

The last component of authentic leadership according to Darvish and Rezaei (2011) is relational transparency. In addition to demonstrating self-awareness, congruent and balanced motives, goals, identities, emotions, and authentic leaders demonstrate transparency in demonstrating such expressions to their supporters. Self-disclosure builds intimacy and trust resulting in cooperation and teamwork. Moreover, relational transparency encompasses the willingness to be open to feedback and inspection, which is a vital aspect of the learning process. In summary, authentic leadership is multilevel and multidimensional. As such, authentic leadership should begin from top organizational management, especially, in the context of rural healthcare setting.

Authentic Leadership and Positive Psychological Capital

Various authors as reviewed in this section agree that indeed, authentic leadership is related to positive psychological attributes. It entails engagement in activities aligned with a person's beliefs and core values. Clapp-Smith et al. (2009) investigate the link between authentic leadership, favorable psychological capital, and trust. The authors gathered data from sales staff from a retail clothing store. The findings revealed that trust is vital in mediating the link between employee performance and psychological capital. Moreover, authentic leadership was seen to improve employee performance at ($p < .05, a = .30$). In a recent study, Olaniyan (2017) conducted an investigation to assess the connection between psychological capital, employees' well-being, and psychological capital. In the review, the authors delve into components that make up psychological capital, which include optimism, self-efficacy, resilience, and hope. The findings agree with Clapp-Smith et al. (2009) that these components imbue an authentic leader leading to improved employee performance.

Sekoere (2015) investigated the contribution of authentic leadership to employee psychological capital, which is vital for improving worker engagement. The author used a survey research design on a sample of 300 respondents. A quantitative data analysis technique was employed to assess the data gathered. The results demonstrated that authentic leadership is directly associated with transparency at $\alpha = 0.974$, moral ethics at $\alpha = 0.973$, self-awareness at $\alpha = 0.984$, and balanced processing at $\alpha = 0.98$. In turn, these attributes contribute to positive employee experience resulting in improved performance. The findings mirror those of Clapp-Smith, Vogelgesang, and Avey (2009) and Olaniyan (2017) above that indeed, authentic leadership is related positively to psychological capital leading to effective leadership. Similarly, The findings replicated those of Clapp-Smith et al. (2009) and Sekoere (2015) that authentic

leadership is a prerequisite for positive psychological attributes including optimism, efficacy, and hope. Hence, it is apparent that authentic leadership is connected to positive psychological capital leading to improved employee performance.

In another study, Kinsler (2014) identifies self-regulation and awareness as attributes of authentic leadership. She delves further into the explications of these attributes. In particular, she defines self-awareness as the selective perception and processing of information concerning oneself. In the context of leadership, self-awareness involves the degree of relationship between followers' description and a leaders' description of their behavior. The key elements of authentic leadership according to Kinsler (2014) include identity, values, and motives and emotions. Values can be conceptualized as the guiding that guides emotions, attitudes, and behaviors and they are exhibited across all situations and times. Theorists agree that authentic leaders follow values such as moral wisdom and personal virtue, a sense of ethics, a concern for others, openness, and integrity. Identity as an element of self-awareness can either be collective social identity and personal identity. Collective social identity involves the extent that a person identifies with a group and his or her activities match those of the other members of a group. Current theorists posit that an authentic leader is thoughtful to vary identities and is also conscious of the dynamic ways he or she leads others. The sensitivity to dynamic leadership approaches is perspectives is a vital aspect in authentic leadership. For example, when activists raised concerns about the United Kingdom's top banks, the leaders overlooked their concerns. Even though the leaders acted authentically, authentic leadership as a psychological construct is supposed to promote consideration of varying perspectives in a group regardless of the level of management. Moreover, an authentic leader should act in alignment with his or her values, which should anchor in ethics.

Emotions as an element of self-awareness can be defined as a physical expression of feelings. It is an approach through which followers can view and evaluate their leaders' authenticity. Authentic leaders exhibit emotional self-awareness, they value emotions and are contented with their emotional experiences. When integrated with the value for openness, an appreciation of emotions helps in enhancing trust between preceptors and their supporters. Arguably, a manipulative leader cannot fake emotions because he or she may be unable to sustain them over time. The last element of self-awareness is the motives or goals. Kinsler (2014) defines goals as the internal representation of an individual's desired or ideal state. Conceptions about a current self and an ideal self are important in motivating an authentic leader. Such leaders are perceived to acknowledge and appreciate personal development as they trust their progression towards their ideal self. Together, these attributes contribute to a person's development of his or her self-awareness.

Authentic Leadership and Employee Commitment to Engagement in Healthcare

Various researchers have investigated the influence of authentic leaders on the overall work output of employees. However, only a few have investigated the topic in the healthcare set up in the context of a rural setting. Among the few researchers is Janssen (2004) who investigates the attributes of healthcare CEOs. The article recognizes the significant challenges that healthcare executives face owing to increased demand for services over time. As such, it is necessary to understand the type of leadership style that can address emerging problems. Janssen used 63 healthcare CEO's in IOA out of the 116. The article content with a Multifactor Leadership Questionnaire to understand their attributes. In addition, he also issued the same tool to 290 subordinates. The findings showed that the CEOs displayed a transformational leadership style at a score of 3.23 on a scale of 0 to 4. The leaders also exhibited other traits such as passive-

avoidant behavior at a score of 0.92 and transactional behaviors at 2.40. Transformational leadership style. Walumbwa et al. (2010) conducted a study that agrees with Janssen (2004) by investigating the psychological process of integrating authentic leadership to followers' attributes. The researchers used a survey methodology involving 129 supervisors and 387 employees. The researchers employed a hierarchical linear model in data analysis. The findings revealed a positive connection between this type of leadership, engagement at work, and organizational leadership (Walumbwa et al., 2010). The relationship was attributed to the followers' feelings of empowerment through identification with the supervisors. Walumbwa et al.'s findings imply that an emphasis on transparency among organizational managers with a focus on self-awareness, balanced processing, and high ethical standards can improve employee performance. Moreover, the findings highlight that interpersonal identification with supervisors is an intervening factor that managers can capitalize on to enhance authentic leadership for improved employee performance (Walumbwa et al., 2010).

In another study, Wang and Hsieh (2013) measured the impact of authentic leadership on worker engagement by cultivating on employee trust. The authors used a sample of 386 employees from 1500 manufacturing and companies in Taiwan. They used a hierarchical multiple regression approach to assess the study hypothesis. The findings revealed that consistency between supervisors' actions and words and their moral acuties positively relate to employee engagement and trust at ($r = .50\sim.81, p < .01$). The findings agree with those of Walumbwa et al. (2010) that indeed, a positive correlation exists between this type of leadership style and employees' display of commitment and trust at work. In particular, Wang & Hsieh (2013) argue that an authentic leader works towards attaining a favorable ethical climate and psychological capacities that foster followers' mindfulness about the self, openness in relating

with others, information processing, and an internalized ethical perspective that are essential for employee self-development. In addition, trust refers to the willingness and confidence to comply with actions, words, or decisions of another person. They define engagement as a work-related, fulfilling, and a positive state of mind. Engagement also denotes a consistent affective-cognitive state, typified by absorption, dedication, and vigor, which results in better work performance.

Another research by Giallonardo, Wong, and Iwasiw (2010) obtained same results after the investigators examined the relationship between the perception of new graduate nurses regarding authentic leadership engagement and work satisfaction. The findings reveal that a high level of authentic leadership make employees feel more engaged and satisfied with their jobs. As such, Giallonardo, Wong, and Iwasiw (2010) establishes that engagement is a critical mechanism through which authentic leadership impact employee job satisfaction.

To explicate Wang and Hsieh's (2013) findings in relation to Walumbwa et al. (2008) study, employees appraise their supervisors' words and actions. Therefore, the consistency of words and action improve employee dependence and trust more than the supervisors' moral opinions. Therefore, it is imperative for organizational supervisors to develop behaviors consistency, delegation, and sharing of control, behavioral integrity, and competent communication. Moreover, trust is important in linking people, the environment, and processes. As a result, it can enhance the rate of success. Work motivation emerges from enhanced psychological trust between employees and supervisors. Such trust can motivate employees to show engagement in their work. Similarly, a study by Walumbwa et al (2008), it was established that a positive relationship between authentic leadership and supervisors-rated work engagement and performance. Through authentic leadership, employers or supervisors can attain approval from their employees, which can ultimately contribute to increased work engagement. Another

investigation by Khan et al. (2017) that focused on the role of authentic leadership on worker engagement and job fulfillment in a public university in Peshawar obtained similar findings. The regression analysis that was conducted revealed that indeed authentic leadership influence job contentment positively. Khan et al.'s (2017) findings clearly agree with those of Walumbwa et al. (2010) and Wang & Hsieh (2013) that indeed, authentic leadership encourages followers to show more commitment or engagement to their work.

To support their findings, Khan et al. (2017) provide a review of the influence of authentic preceptors on job contentment and employee engagement at work. In the review, the authors state that authentic preceptors have capabilities to improving commitment, work satisfaction, engagement, and motivation of employees for better outcomes. Authentic leaders attain this by creating personal identification and social identification with their followers. Just like Gardner et al. (2005) and Wang & Hsieh (2013), Khan et al. (2017) agree that trust is a fundamental aspect in enhancing the effectiveness of leadership. The review further notes that leadership trust has been attested to contribute to various organizational outcomes including employee retention. Organizational citizenship behavior, and employee contentment. Thus, an investigation of the behavioral cues that followers draw upon when assessing the character of their preceptors is essential in developing trust among them (Khan et al., 2017). Therefore, the individual attributes of authentic leaders are vital in eliciting these positive aspects among employees toward the attainment of overall organizational success.

Concerning employee engagement, Khan et al. (2017) agree with Giallonardo, Wong, and Iwasiw (2010), Kerfoor (2006), Gardner et al. (2005), and Wang & Hsieh (2013) that authentic leadership attributes enhance worker engagement. In addition, the authors argue that employee engagement can be considered a state (attachment, involvement, commitment to

something, or mood), a feature, or a performance behavior such as the exhibition of organizational citizenship behavior. Therefore, this leadership attribute can be regarded as a vital factor that motivates employees to show more commitment at work. Authentic leaders act in compliance with their value resulting in enhanced trust through openness in their interaction with their subordinates. In other words, the leadership style can be considered leading by example and demonstration of apparent decision making. In the review, Khan agrees with Giallonardo, Wong, and Iwasiw (2010), Kerfoor (2006), Walumbwa et al. (2010), Gardner et al. (2005), and Wang & Hsieh (2013) that authentic leadership is connected to favorable psychological traits that contribute to the development of self-regulated behavior and self-awareness among leaders and their followers resulting in the improvement of favorable self-development. Therefore, authentic leadership characteristics can enhance subordinate engagement and satisfaction by intensifying their identification with the organization and its leadership system as well as fostering trust, optimism, positive emotions, and hope. The study by Khan et al. (2017) further reached the same conclusion, namely, authentic leadership can also be defined as ethical leadership and has the ability to draw positive behavior and attention. Leading by example denotes exhibition of commitment to work and guiding subordinates on how to develop physically, cognitively, and emotionally while at work resulting in increased employee engagement.

Over time, the influence of leadership on employee engagement has attracted a considerable amount of research. However, there is a paucity of researches that have examined the influence of different leadership attributes on employee commitment. As such, recent researchers have concentrated their efforts on the effect of different leadership styles on employees' performance. There is growing evidence that authentic leaders are important for facility performance and worker contentment with the job. Fu, Bolander, and Jones (2009)

explore employee efforts and commitment to the organization. In particular, the authors used the Meyer and Allen's theory of social change to assess how managers impact their followers' efforts. The analysis reveals that indeed, perceived organizational support was positively associated with effective organizational commitment. In particular, the measurement model extracted a good overall fit where the χ^2 statistic for the model revealed 254 degrees of freedom at 321.65 (Fu, Bolander, & Jones, 2009). The relative chi-square was < 2 implying an adequate fit. The goodness-of-fit index was at 0.86, which is just .04 below the critical value of 0.90 which is acceptable. The root means square was at 0.043. The findings conform to the decision made by Wang & Hsieh (2013) and Walumbwa et al. (2010) that authentic leadership is a prerequisite to employee or follower commitment. Moreover, the findings highlight that only affective commitment as an element of organizational commitment directly relates to the increased sales effort. To elaborate their findings, the researchers define observed support from an organization as a perception among employees about the degree to which the business values and is concerned about the employees' work output and well-being. The organizational support theory predicts a positive relationship between effective commitment and perceived organizational support (Wang & Hsieh, 2013). In other words, as employees observe favorable treatment from their management as a benevolent orientation, they develop an emotional attachment and identification with the company. In relationship to the current study, perceived organizational support is a notable outcome of authentic leadership as it involves the enhancement of a positive working climate as contributed by leadership transparency. Evidently, authentic leadership leads to effective organizational commitment (Wang & Hsieh, 2013).

Authentic leadership and Rural Healthcare Commitment to Performance

According to Jaros (2007), perceived positive company support illustrates worker's treatment by the rural healthcare organization and its influence on job performance. The perceived organizational support model illustrates efforts by a company to appreciate the efforts of its employees. The concept highlights how employees' contributions are valued in the working environment. Moreover, the findings reveal that indeed, a positive link exists between perceived support that is received from the organization and worker commitment (Jaros, 2007). On the basis of the organization management, employees view favorable treatment as an indication of affective commitment. At the same time, in the confirmatory analysis by Somers (1993), sacrifice components of continuance commitment affect the commitment of employees to their role and responsibilities were well as an organization positively.

By contrast, Meyer, and Allen (2004), the study suggests continuance commitment to an organization is influenced by employee's perception regarding organizations' support. A major implication of the study is that employees stay within an organization due to the increased cost of living. To measure POS, managers should care about employees' contributions and well-being to boost up the employees' commitment. In addition, POS may be strengthened by normative a commitment which enhances the sense of employees obligation to the organization (Meyer & Allen, 2004). Consequently, affective commitment is linked to POS because the managers support behaviors has a great impact on salespeople's commitment level. Snape and Redman (2003) provide a review of the three-components of occupational commitment and also establish that continuance and affective commitment was negatively associated with cognitive withdrawal from work. At the same time, to a lesser content, the normative commitment was linked to participation in professional roles and responsibilities. Thus, the study found that observed administrative support at the workplace impacts normative and effective engagement positively,

but continuance commitment negatively (Snape & Redman, 2003). Similarly, in the research by Gatling, Kang, and Kim (2016) it was highlighted that authentic leader's correct personal biases and are not likely to engage in behaviors that are defensive. With the understanding of employee's capabilities, leaders can stimulate positive personal growth which is likely to increase organizational commitment. For example, these leaders highlight the central values of shared organization demonstrating and displaying organization expectations. By showing transparency and constantly emphasizing on the core values, authentic leaders foster trust among workers (Gatling, Kang, & Kim, 2016). As a result, transparency, and self-awareness contributes to increased commitment and job satisfaction (Clugston, 2000).

Avolio and Gardner (2005) provide a review of authentic leadership by arguing that it is an element of positive leadership. Importantly, in their review, the authors identify constituents of authentic leadership and identify follower self-regulation and self-awareness as significant factors of authentic leadership (Avolio & Gardner, 2005). In particular, the authors explain that authentic leaders heighten and shape the self-awareness and self-regulatory process of their supporters (Avolio and Gardner, 2005). The findings reflect those of (Avolio and Gardner, 2005). that authentic leadership empowers followers through allows them to identify with their supervisors leading to organizational transparency, which is vital for the development of self-awareness and high ethical standards that are essential for improved employee performance. As a result, followers attain better precision about their emotions, identity, and values and in turn, reach an internalized and stable information processing and regulatory process (Avolio and Gardner, 2005). Moreover, these followers also develop transparent relations with their associates and leaders and attain authentic behavior. Ultimately, these followers appreciate

themselves and adapt to self-regulating behaviors to attain goals that match those of their leaders (Avolio & Gardner, 2005). In other words, authentic leadership fosters positive and open exchanges of shared goals that mirror held values. Therefore, Avolio and Gardner (2005) and (Avolio and Gardner, 2005) analyses highlight a central premise of authentic management at work, which is the fact that both supporters and leaders develop over time as supported by the association between them. Thus, followers internalize the beliefs and values as encouraged by their leaders leading to the development of their notion of what their actual and possible abilities. Thus, as followers gain an understanding of their capabilities, they become open with the leader who also achieves from his or her growth.

Walumbwa et al. (2008) employed a theory-based measure to assess the construct of authentic leadership. The authors used five separate samples obtained from the U.S, China, and Kenya. They used confirmatory factor assessment, which asserted a higher order of authentic management in a multidimensional model construct made of balanced processing, internal ethical perception, relational transparency, and leader self-awareness. Structural equation modeling illustrated the significance of authentic leadership in work-related performances and attitudes. The ultimate results affirmed positive linkages between authentic leadership and leader-rated performance at a statistical significance of acceptable levels on Cronbach's alpha at 0.92 on self-awareness, 0.76 on adopted ethical perception, and 0.87 interpersonal transparency (Walumbwa et al., 2008). Maqsood, Hanif, Rehman, and Glenn (2012) confirm previously mentioned results by testing theoretical factors of the model of organizational commitment within several institutions of higher learning and showed that organization leadership is directly related to the performance both financial and human in the workplaces. As such, these studies demonstrate that a positive association between authentic management and work output implies

that authentic managers can enforce their followers' commitment. Evidently, the findings reflect those of Walumbwa et al. (2010), Wang & Hsieh (2013), Fu, Bolander, & Jones (2009) and Walumbwa et al. (2010) that authentic leadership, and Avolio and Gardner (2005) that indeed, authentic leadership enhances employee commitment and performance.

Valsania et al. (2012) analyze the impact of authentic leadership on employees' exhibition of citizenship behaviors. The authors used a sample of 220 Spanish employees that comprised of 69.1% men and 30.9% women. The participants have issued questionnaires that incorporated the study variables (Valsania et al., 2012). They used a regression analysis method to evaluate the findings, which revealed that relational transparency and moral perspective as components of authentic leadership illustrate the positive relationship with organizational citizenship behavior. In particular, the statistic output for the variables were: authentic leadership at ($M = 2.39$, $SD = 0.92$), while self-awareness had a lower score at ($M = 2.08$, and Standard Deviation ($SD = 0.93$) (Valsania et al., 2012). Moreover, the authors also found out that authentic leadership serves a primary predictor of employees' organizational citizenship behaviors especially when these attributes are objective and directed towards a company unlike when targeted to other people (Valsania et al., 2012). Authentic leaders facilitate an open and fair work environment that directly influences employees' attitudes leading increased trust, satisfaction, readiness to work, and commitment. Through their display of high levels of transparency, ethical behaviors, and balances processing, authentic leaders enhance their followers' identification with them. Valsania et al.'s (2012) findings agree to those of Fu, Bolander, and Jones (2009) in the previous review that indeed, enhanced trust improves employees' identification with an organization, which is a prerequisite for organizational commitment. Moreover, personal identification with an organization leads to increased

commitment and satisfaction to the supervisor. In turn, trust and commitment lead to positive outcomes on organizational citizenship behaviors.

Organizational Citizenship Behaviors (OCB) are discretionary individual behaviors that play a significant role in how an institution functions (Fu, Bolander, & Jones, 2009). It is different from the usual job performance because it focuses more on the actions and behaviors that are not required by employees. Over time, they are not critical to the job but promote organizational functioning and efficiency. Valsania, León, Alonso, and Cantisano (2012) further highlighted that workers strive to do extra work beyond the basic job description to make their work environment run smoothly. They found out that OCBs increases productivity decreases staff turnover, reduces cost, promotes efficiency, and client satisfaction.

Authentic Leadership and Employees Commitment to Healthcare Organizations

Turnover intention refers to the measure's organizations use to predict the behavior of turnover among employees. According to Gatling, Kang, and Kim (2016) turnover intention is a key element in determining employees' voluntary or involuntary actions of leaving an organization. In like manner, TI represents an integrated performance indicator that determines how workers are dissatisfied with the work and willing to leave an organization and find other work. In this way, high earnings intention is regarded as the leading cause of increased employee turnover. Gatling, Kang, and Kim (2016) greatly believe that job satisfaction, organizational commitment, governmental policies and increased rates of employment have a significant impact on turnover intentions. In similarly investigation by Rader, Mantz, and Kuchinka (2014), authentic leaders' behaviors affect and predicts the supervisors' satisfaction and team effectiveness. In particular, the authors revealed that authentic leadership behaviors affect the followers' emotions positively and are related to satisfaction and dissatisfaction of work. Azanza

et al. (2015) performed a study that disagrees with Gatling, Kang, and Kim (2016). Azanza et al. (2015) explored the link between perception of employees about authentic leadership and turnover intentions. The findings reveal that authentic leadership affects turnover negatively as mediated by the employees' work engagement. In general, voluntary turnover affects the proper functioning of the organization hence leading to a negative impact. Hence, a significant link exists between employee commitment to work and their intention to leave the company. As a result, these extra-helping behaviors impact on organization performance positively. The researchers found that citizenship behavior increases managerial and coworker productivity. Authentic leaders need to consider the organization loyalty of the employees to create a spirit of responsibility. Ultimately, the behavior is beneficial for an organization in the delivery of timely and tailored services for customers. Therefore, organizational citizenship behavior is an important practice that helps in coordinating teamwork activities and strengthening the retaining of the best employees.

In a recent study, Iqbal et al. (2018) investigated the role of authentic leadership in facilitating the development of organizational citizenship behaviors. In addition, the authors evaluated how corporate social responsibility mediated this connection. A cross-sectional research design was employed on a sample of 395 workers from Pakistan. The study employed social exchange theory, which supported the hypothesis that authentic leadership is a precondition for the development of organizational citizenship behavior among employees at $p < 0.01$, $r = 0.273$). Corporate Social Responsibility was shown to positively correlate with both organizational citizenship behavior. Moreover, corporate social responsibility was shown to mediate the connection between organizational citizenship behavior and authentic leadership at ($\beta = p < 0.0001$, $r = 0.503$). The findings reflect those of Valsania et al. (2012) that indeed,

authentic leadership contributes to the nurturing of organizational citizenship behavior among workers.

In an analysis, Illies, Morgeson, and Nahrgang (2005) conducted a research to evaluate the effect of authentic leadership attributes on feelings of contentment and happiness with the intention of explicating leader-follower relationship. Furthermore, the researchers also investigated the process through which the effects are achieved. The authors used four steps to attain their findings. First, they provided a conceptualization of the term authentic leadership as rooted in eudemonia and hedonism, two distinct, but related philosophical phenomena. Second, the authors created a model with several characteristics of authentic leadership based research developments in the topic of authenticity. The new model comprises authentic orientation, unbiased processing, self-awareness, and authentic behavior. Third, the researchers discuss the leadership traits of authentic leaders and the outcomes of such leadership for themselves and their followers and assess the processes integrating authentic leadership and its outcomes and antecedents. Lastly, the authors provide a discussion and analysis of the inference of the work for authentic leadership model and practical applications for developing the attributes of authentic leaders.

In their assessment of the connection between authentic leaders and well-being, Illies, Morgeson, and Nahrgang (2005) content that authentic leadership refers to a process that integrates positive leader characteristics and an organizational context that is vastly developed. The definition reflects those of Wang & Hsieh (2013), Kerfoot (2006), Giallonardo, Wong, and Iwasiw (2010), and Laschinger, Wong, & Grau (2013) that indeed, an authentic leader positively influences a person's self-regulated behavior and self-awareness and it impacts both managers and followers resulting in positive self-development and personal growth. As such, an authentic

leader demonstrates optimism, confidence, resilience, hope, and is future-oriented. Authentic leaders and psychological construct denote an unobstructed activity of a person's core and true self in their daily operation. Illies, Morgeson, and Nahrgang (2005) argue that authenticity is an extensive psychological aspect that reflects a person's overall tendencies to perceive oneself within his or her social environment and to perform daily activities on the basis of deeply held values. Particularly, authenticity is reflected in actual aspects of a person's existence and their behavior as can be seen in leading others (Africa, 2017). Thus, through actual self-expression, authentic leaders live a good life resulting in self-realization, which is an aspect of eudemonic well-being on both leaders and followers.

Giallonardo, Wong, and Iwasiw (2010) conducted an investigation to explore the influence of authentic leadership characteristics on job contentment and commitment among graduate nurses. A non-experimental survey approach was employed to measure the variables. They used a sample of 170 nurses that were randomly selected to take part in the study. Hierarchical multiple regression revealed that this type of leadership coupled with work engagement was responsible for 20% of job satisfaction variance. In addition, employee engagement partly facilitated the link between authentic leadership and work engagement among new employee nurses. The findings further revealed that work engagement was a prerequisite of job satisfaction at $P < 0.01$, $\beta = 0.34$). Thus, this type of leadership was shown to be a determinant for job satisfaction and engagement among new graduate nurses. A different study by Fu, Bolander, and Jones (2009) examined the role of commitment of an organization to promote long-term performance. The study investigated the generalizability of job satisfaction positive correlation with employee performance. The researchers found out that affective commitment influence employee job satisfaction positively.

Additionally, the studies explored the relationships between job satisfaction and continuance commitment. Fu, Bolander, and Jones' (2009) findings agree with Giallonardo, Wong, and Iwasiw (2010) that continuance commitment correlates positively to employee's satisfaction. Employee organization is important for the success of any organization. Leaders need to build a high level of satisfaction and commitment to developing a strong relationship among the workers. In a retailing context, Fu, Bolander, and Jones (2009) examined the relationships between continuance commitment with the aspects of job satisfaction of pay, team, and the leader.

In the few available research studies, worker job satisfaction and engagement are valuable aspects that enhance ultimate business performance. Leaders can increase employees' the job satisfaction level which results in the increased organizational commitment. In this study, the connection between persistence commitment to work and job fulfillment level of salesperson effort was analyzed. According to Fu, Bolander, and Jones (2009), the success of an organization mainly depends on the commitment and satisfaction level of the employees. Another earlier study by Hackett, Bycio, and Hausdorf (1992) also concluded that job satisfaction is linked to workers continuance commitment. On the other hand, job satisfaction is different depending on the type and level of commitment. In this context, workers have the ability to use the acquired skills for self-improvement. Considering the social exchange theory, an increase in continuance commitment increases job satisfaction.

Fu, Bolander, and Jones (2009) concluded that organizational commitment influence job satisfaction. Besides, affective commitment is a factor that affects employees' attitude with regard to an employees' emotional attachment to the institution. When these organizational commitments have positive outcomes, the job satisfaction level is expected to increase. The

researchers revealed that both continuance and normative continuance have positive influences on job contentment. Understanding the strengths of organizational commitment is useful for managers to better understand areas of focus to improve employee's satisfaction. In a similar study, Pope (2018) investigated the impact of authentic leadership on work fulfillment among organizational stakeholders. The author describes attributes of authentic leadership from the positive psychology model that argues that a person develops self-growth through developing others. The model supports that a person attains individual improvement by emphasizing on favorable personality characteristics. Pope (2018) used social media and a participant pool to conduct online recruitment of study participants who comprised members who could read English and those who have worked with supervisors at the workplace (Pope (2018)). A total of 13 participants completed a Job Description Index and Authentic Leadership Questionnaire. Four regression methods were used to illustrate the connection between the leadership style and task satisfaction, job and coworker satisfaction, as well as leader satisfaction (Pope, 2018). The findings revealed a direct correlation between this type of management style and general employee contentment and coworker satisfaction, but no link was shown between this type of leadership and leader and task satisfaction in the workplace. The findings relate to those of Fu, Bolanderm, and Jones (2009) that indeed, authentic leadership increases employee satisfaction resulting in better performance.

Kinsler (2014) explores the pathways of authentic leadership development. The author proposes mindfulness training and Evidence-Based Leadership coaching as an effective approach. The paper attests that self-regulation and self-awareness are important features of authentic leadership. Mindfulness and Evidence-Based Leadership Coaching offers opportunities for the enhancement of self-regulation and self-awareness. In particular, the attributes enhance

the choice for more self-concordant objectives and thus help leaders to align their activities to more authentic practices. Kinsler (2014) used the Self-Determination Theory to illustrate how Evidence-Based Leadership Coaching can attain this. She concludes that a companywide commitment towards the creation of an authentic culture is essential. Such an organization espouses values and practices aligned with customer experience and employees. Like Kinsler (2014), Miniotaitė, and Bučiūnienė (2013) did an investigation that examined the effect of authentic leadership from self-determination theory perspective and also demonstrated that authentic leaders foster internalization of values among the staff. The effect is more experienced through the leader-follower relationship.

Cassar & Buttigieg (2013) investigated the relationship between well-being and authentic leadership. The authors also examine whether meaningfulness of work is also essential in mediating the relationship of the above variables. They measured well-being using two perspectives that include eudemonic and hedonic well-being. They used a sample of 123 participants who were tested used survey method. Mediation and correlation data analyses were used. The findings showed that indeed, authentic leadership is linked to flow and subjective well-being at a coefficient of .24 ($p < .01$) and .30 ($p < .01$) respectively. Moreover, the meaningfulness of work was revealed to partially mediate the link between subjective well-being and leadership. In addition, in the study Rahimnia, and Sharifirad (2015) it is also showing different results by indicating that attachment security is an important mediating factor between authentic leadership and employee well-being: perceived work stress and symptoms and job satisfaction. Authentic leadership impact attachment insecurity negatively. More specifically, the study showed that attachment insecurity is a critical factor that impinges upon employee satisfaction with their jobs. Increased attachment insecurity was related to authentic leadership and job dissatisfaction

(Rahimnia, & Sharifirad, 2015). The findings imply that well-being and authentic leadership can be explicated further through a third aspect such as perception towards authentic leadership link to better work integration resulting in an influence on a person's general well-being.

Rego et al. (2015) carried out a study to investigate the effect of authentic leadership style on workers' commitment as mediated by favorable psychological capital. The quantitative study design was used in which a model was used in which four psychological dimensions including hope, self-efficacy, resilience, and optimism were measures to determine their impact on authentic leadership (Rego et al., 2015). The findings revealed that indeed, the positive psychological aspects facilitated the connection between this type of leaders and employee engagement to work and the organization. In particular, the findings showed that this mediation was apparent only three out of the four psychological dimensions shown above; optimism, hope, and self-efficacy. Self-efficacy attained the highest R^2 of 0.5 (Rego et al., 2015). Concerning authentic leadership as a determinant of employee engagement at work, 36% of ($R^2 = 0.36$) of the overall variance can be attributed to the attributes of an authentic leader (Rego et al., 2015). Concerning mediation, it is evident, based on literature that the interaction and relation traits of authentic leaders with followers contribute to a high commitment to work owing to the fact that it generates positive psychological capital. As such, resiliency was shown to negatively relate to organizational commitment. In a similar study, Albashiti, Hajjaj, and Thabet (2017) investigated the impact of positive psychological capital on the connection between organizational commitment and authentic leadership at Alazhar University-Gaza. A structural equation data collection approach was used in assessing the intermediating role of constructive psychological constructs in the two variables. They collected quantitative data from the study location. The findings showed that constructive psychological capital does not mediate the connection between

the two variables. The outcomes disagree with those of Rego et al. (2015) that favorable psychological constructs mediate the two variables. In particular, Albashiti, Hajjaj, and Thabet (2017) found a direct influence of authentic leadership on normative commitment at ($B = 00.66$), ongoing commitment at ($B = 00.54$), and emotional commitment at ($B = 00.71$). Moreover, this leadership style was found to have a direct influence on psychological constructs. However, on the role of these psychological attributes, the authors found out an insignificant link on organizational engagement. Therefore, although the influence is insignificant, the findings revealed a positive connection between the psychological aspects and authentic preceptor attributes hence, agree with Rego et al's (2015) findings. To support their study, Albashiti, Hajjaj, and Thabet (2017) provide a review of the study variables. In particular, the reviews support the notion that indeed, positive psychological concepts influence authentic leadership.

Study Gaps

The above review provides an in-depth analysis of the impact of authentic leadership on employee commitment. Moreover, emerging themes include employee satisfaction, commitment, and employee engagement. The reviews are set in general organizational set-ups. Thus, no specific review focuses on the healthcare sector. Therefore, even though the reviews provide relevant information on the study topic, they fail to meet the objective of the current study regarding context. Thus, an evaluation of authentic leadership and its influence on rural health employees will help fill this gap, which makes the current study essential in literature. In particular, the findings will augment literature findings in the healthcare sector in the rural context.

Conclusion

Authentic leadership emerges to be a vital aspect of employee performance in an organization. The above review provides a detailed evaluation of the influence of authentic leadership in employee commitment and performance. A conceptualization of the term reveals that authentic leadership can also be termed as ethical behavior. The review further associated authentic leadership with positive psychological attributes including high self-awareness, self-esteem, self-certainty, and confidence. An authentic leader is open to subordinates leading to the development of trust and organizational citizenship behavior. OCB is the willingness of an employee to perform tasks beyond their normal tasks. An open leader boosts trust through enhancing perceived organizational support among employees resulting in commitment. As such, employees feel recognized and appreciated for their efforts resulting in commitment, engagement, and work contentment. Such outcomes yield better employee performance and ultimately improved business performance, which creates a competitive advantage in any organization including healthcare in rural settings. Therefore, it is almost undeniable that the benefits of an authentic leader stretch beyond enhancing employee commitment because it yields organization-wide benefits that create profitability.

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