The Impact of Authentic Leadership on Employee Job Satisfaction: study conducted in a sample of Lebanese organizations

By

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Dedication

This dissertation is dedicated to my parents and my sister. To my mom Vartoug Pashayan and my dad Sarkis Pashayan, thank you for your patience and support throughout this process. You have always encouraged me to put my education first and to continue my higher studies. I wish I can make you proud.

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Abstract

Of the Thesis of Carmen Pashayan for Master of Business Administration

Title: The Impact of Authentic Leadership on Employee Job Satisfaction: study conducted in a sample of Lebanese organizations

The aim of this study is to explore the impact of the four components of Authentic Leadership (Self-Awareness, Balanced Processing, Internalized Moral Perspective and Relational Transparency) on job satisfaction in a sample of Lebanese organizations. Job satisfaction is very essential topic for organizations as it is an important part of employee's lifecycle and motivation to remain loyal to and employed with an organization. It contributes to raising profits and retaining high performing employees. Job satisfaction aspects studied are: feeling excited to come to work, feeling secure to provide suggestions and innovative ideas, feeling empowered to make own decision and feeling more self-aware.

The survey questionnaire which was used as a tool is composed of 29 questions measuring two factors: employee perception of whether their leaders are authentic leaders and employee level of job satisfaction. The sample consists of 235 employees from both For-Profit and Not-For-Profit organizations. The hypotheses examined the impact of the four components of Authentic Leadership on job satisfaction factors and on job satisfaction overall. These hypotheses were tested using Regression analysis, Factor analysis, Independent T-test and one-way ANOVA and the results attained were analyzed using the Statistical Package for the Social Sciences.

The results of the survey indicated that employees who assume that their leaders are role-models of knowing their strengths and weaknesses, understanding their purpose of leadership and feeling comfortable to express their feelings, will be most likely satisfied and excited to come to work. Moreover, in the survey conducted, these employees demonstrated that when leaders listen closely to them, ask feedback and analyze data objectively before making decisions, they will have higher overall job satisfaction. Furthermore, the study exposed that as leaders show consistency between their actions and beliefs, allow other people to know where they stand on controversial issues, treat all the employees fairly, admit their mistakes, encourage open and honest debate at all times and share organization information, they will be perceived as credible and trustworthy and this will have a significantly positive impact on employee job satisfaction; therefore the results of this study in general emphasized that a significant association existed between authentic leadership and employee overall job satisfaction. Based on this study, it is recommended to have human resource professionals who could use authentic leadership in employee recruitment as well as design employee training around authentic traits which may reduce job-related stress, absenteeism, and job turnover.

The study additionally revealed that employees working in Not-For-Profit organizations are more satisfied than employees working in For-Profit organizations. Thus, this study should also give clarity to the leaders of For-Profit organizations in Lebanon to focus more on developing or training their leaders to possess authentic leadership traits, considering the importance of authentic leadership practices on employee overall job satisfaction.

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Chapter One: Introduction

Effective Leadership is considered to be one of the critical contextual factors for organizations' success and also for employee satisfaction and performance. Because of its importance, several varied leadership styles have been developed in the past years. Hollander invites our attention to the idea that "Just as the issue of power in organizations raises questions of moral right to participation, leadership processes cannot escape questions about ultimate goals and outcomes, although power over others is inevitable in organizational life, it always carries with it the specter of abuse." (Hollander, 2012, p. 127). Luthans & Avolio (2003) attest that many leadership scandals and failures that occurred recently in both private and public organizations highlight the need for the development of a new form of leadership. In the leadership theory and practice we read how massive failures in the several industries have created an environment of uncertainty and fear. This reality has jeopardized the relationship of leaders and followers and triggered employees to long for leaders who are good and honest, authentic and genuine in their actions and behaviors. Authenticity is not a new concept; these leadership failures have just sparked a renewed interest in management and the human resource development (HRD) literature for the development of authentic leadership. (Peus, Wesche, Streicher, Braun, & Frey, 2012)

The concept of leadership has always gained my interest. I have always acknowledged the fact that leadership can be found everywhere including my family, workplace, friends as well as community. To be an effective leader, a person should possess some characteristics that are either learned or innate. However only recently as Avolio et al. (2004) describe, I have witnessed the importance of having leaders who "act in accordance with deep personal values and convictions, build credibility and win respect and trust of followers" and as George (2003) comments, genuinely desire to serve others through their leadership. In my several years of work experience, I have come across leaders who were not genuine with their associates; they were not honest with their employees, disregarded the importance of employee empowerment and development as important organizational asset and even sometimes overlooked employee input in decision making process. This behavior led their followers to be stressed and dissatisfied. Some were my friends who told me that they are not motivated anymore and their work performance reduced significantly. They were even willing to voluntarily terminate their jobs.

The current socio-political situation in Lebanon has been swept by unprecedented protest in which protesters demanded a new reformed leadership, accusing the current class for plundering state resources for their personal gains; this encouraged me to research more about leadership. During the protest, I asked several protesters about the qualities of a real leader for them; the qualities that they demanded were almost the same as the qualities of an authentic leader. I became additionally stimulated to research about authentic leadership and investigate if employees of both for-profit and non-for-profit organizations perceive their leaders as authentic, this would improve their job satisfaction.

Additionally, many scholarly articles established a strong relationship between authentic leadership and job satisfaction (Wong & Lanschinger, 2013; Walumbwa el al., 2008; Avolio el

al. 2004). However, few research was done in Lebanon to check if a positive relationship exists between authentic leadership and job satisfaction. Furthermore, no research explored how job satisfaction of employees under supervision of supervisors with these traits differ in for-profit and non-profit-organizations.

The purpose of this study was to investigate the relationship between authentic leadership of organizations and job satisfaction of the employees of these organizations in Lebanon.

Research on any leadership traits that induce employee job satisfaction continue to be crucial to any industry, as it may be a solution of increasing productivity and profitability, decreasing absenteeism, improving retention rates and improving job satisfaction. (Pavlovich, 2016; Sousa-Lima el al. 2013, Wang & Hsieh, 2013).

In the next chapter, the concept of authentic leadership will be described focusing on its major components and its impact on workforce satisfaction will be clarified.

Chapter Two: Literature Review

Authentic Leadership

The concept of authenticity is not a new concept. Authenticity is rooted in psychology, social sciences and philosophy. Walumbwa et al. (2008) attribute the concept of authenticity to ancient Greeks. Authenticity was first described by ancient Greek philosophers as "know thyself" and "To thin own self to be true" (Harter 2002). Thus authenticity can be defined as a process in which one owns his or her personal experiences, thoughts, emotions, needs and wants. Authenticity involves both knowing one's personal values and expressing genuinely what one really thinks and feels (Harter 2002). Kernis (2003) provided a more empirically grounded perspective on authenticity. He defines authenticity as "the unobstructed operation of one's true, or core, self in one's daily enterprise" (p. 1). To Kernis, optimal self-esteem is characterized as genuine, true, stable; and congruent high self-esteem is one of the products of authenticity.

Interest in authentic leadership increased during the times in which there was a great deal of instability and numerous leadership failures and scandals in both public and private sectors. The attack of 9/11, economic instability and several corporate corruptions created an environment of fear and anxiety among people. Based on this reality many scholars saw the need

to develop a more human and constructive leadership with honest and genuine leaders who would be trusted by their followers and shareholders and would serve the common good (Luthans & Avolio, 2003). In addition, researchers wanted to extend the work of Bass and Bassand Steidlmeier (1999) about the meaning of authentic transformational leadership. There was a need to elaborate more about authentic leadership, the characteristics of an authentic leader and develop a theoretical framework to explain it. It wasn't until practitioner Bill George wrote about authentic leadership in his 2003 book entitled *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value* that researchers started to pay more attention about identifying factors of authentic leaderships and clearly conceptualizing it. Bill George, former CEO of Medtronic, argued that a new type of leadership was essential to bring effectiveness and efficiency to companies functioning in an environment of uncertainty and insecurity where trust and long term strong relationships are lost. George stated in his book that "we need leaders who lead with purpose, values, and integrity; leaders who build enduring organizations, motivate their employees to provide superior customer service, and create long-term value for shareholders". After interviewing more than 125 successful leaders, Bill George described authentic leaders as leaders, who genuinely want to serve others. Empowering the one they lead is more important to them than money, prestige and powers. These leaders according to Bill George demonstrate five basic qualities: (1) They understand their purpose, (2) they have strong values and practice these value to do the right thing, (3) they lead with their heart, (4) they establish long lasting trusting relationships, and (5) they show self-discipline.

In his interviews, Bill George continued to develop his insight and focused more on the fact that authentic leaders have purpose. They know who they are he stated, and where they are going in the organization. Also these leaders are passionate; they lead with passion while being

dedicated to the company's mission. Similarly, they are motivated and truly care about their goals. The dedication of these leaders also inspires the employees to be committed in return. If people witness a leader to be passionate to the purpose they will trust the leader more and be committed and dedicated to that purpose because it will have a meaning for them. Authentic leaders are attached to their values and behave towards everyone based on these values. Bill George describes the values of leaders as their "moral compass". These leaders recognize the "True North" of their moral compass. Even under pressure, they do not compromise their values and these values can be perceived in their behavior. Bill George insists that integrity is a fundamental value in every authentic leader. The third characteristic of authentic leadership stated by him is forming strong relationships. Krishnamurti (1996) says that "Relationship is the mirror in which we see ourselves as we are." Leaders have a great influence on their followers; that's why they should be able to develop close and enduring relationships with them. Because people today, according to Bill George, ask their leaders to be more transparent with them by removing or softening the boundaries around them, authentic leaders try to establish openness with their employees. They willingly share their life stories and listen to others in return. "Leaders who are open to people, even when sharing bad news or offering critical feedback, establish that sense of connection that builds commitment" (p. 41). This way leaders create unbreakable connections within the company while loyally working together for the success of the organization. Self-discipline is another factor of authentic leadership. When leaders have a purpose, know their values and have established enduring connections within the company, self-discipline will help leaders not to be stressed and deviate from their main purpose. Self-discipline will help an authentic leader to stay calm and carry their work in consistence with their values even during turbulent times. Finally, he said that authentic leaders lead with their heart;

this means that these leaders will develop compassion towards their subordinates. Compassion means listening to others, opening yourself to others and genuinely wanting to serve others. Bill George highlights the fact that we as human beings can everyday develop our hearts and develop compassion by taking community service projects or knowing the life stories of our surrounding for example (George, 2003). The best example of an authentic leader is Mother Theresa. Even though many perceive her just a poor nun who helped the needy and poor, however many are unaware that by 1990 she had established an organization with missionaries in many countries worldwide. She had a purpose to serve and was passionate about it. In addition to being value oriented and having a heart filled with compassion and love, she had created long lasting relationships with these people and was expert in self-disciple and self-control. She is a good example of an authentic leader who has all the characteristics suggested by Bill George.

In order to illustrate the process of authentic leadership, different models were developed. Luthans & Avolio (2003) created a model that defines authentic leadership as a development process. Likewise, Gardner el al (2005) formulated a self-based model that emphasizes about development process of leaders' and followers' self-awareness and self-regulation. Leaders' increased self-awareness and self-regulation according to Gardner el al. will foster the development of authenticity in their followers; this as a result contributes to the wellbeing of the followers and the attainment of sustainable performance in the workplace. On the other hand, Ilies, Morgeston and Nahrgang (2005) constructed a multicomponent model that focuses on the elements of authenticity and how these elements contribute to leaders' and followers' happiness and wellbeing. Shamir & Eilam (2005) recommended life-story approach to authentic leadership development. According to them, leader's life-story provides leaders insight into meaning they attach to the life events which they use to guide their followers. In this chapter, these models of

authentic leadership will be discussed further; In addition, characteristics of authentic leadership derived from these research literatures will also be elaborated.

Luthans and Avolio (2003) unlike the earlier researchers who had focused on inauthenticity of leader, focused on the positive aspects of authenticity and defined an 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. The authentic leader is confident, hopeful, optimistic, resilient, transparent, moral/ethical, future-oriented, and gives priority to developing associates into leaders themselves" (p. 243). Authentic leaders are not selfish. They put the welfare of their subordinates, colleagues and their organization before everything else even before their personal interests. After the publication of this research in 2003, in 2004 the first Gallup Leadership Institute Summit was assembled in order to promote "dialogue among scholars and practitioners from diverse domains with leaders from the business, political, educational, and military arenas to stimulate original insights and basic theory regarding the emergence and development of authentic leadership and followership" (Avolio & Gardner, 2005, p. 316). Several competing definitions about authentic leadership were developed. Based on Michael Kernis's conception of authenticity, Ilies et al. developed a multi-component model of authentic leadership that included self-awareness, unbiased processing, authentic behavior and authentic relational orientation. These components will be evaluated more later on in this chapter. In addition to the previously mentioned characteristics of authentic leadership, Ilies el al. proposed that authentic leaders influence their followers' well-being. Through integrity and self-awareness, when these authentic leaders strive truthful and respectful relationship with their associates, they will encourage their associates to trust them

unconditionally and identify themselves with their leader's purpose and values. In addition, authentic leaders influence their followers through positive emotions. When they function with high level of authenticity, confidence, hope and optimism, this will create a positive climate within the company, which will also in return positively affect the employees. When working on a daily basis together, "followers' and leaders' emotions and moods converge through a process called emotional contagion". According to Fredrickson (2001), leader's positive emotions can be contagious and these positive emotions will definitely reverberate through their followers. In addition, when they behave authentically, followers through observing these behaviors will also be authentic. This is explained more by a research done by Weiss (1977), where he concluded that through social learning mechanism followers start to develop characteristics similar to their leaders. Only when leaders are viewed as positive by their followers, they will consider their leaders as role models and start to imitate them. Finally, Ilies el al, suggested that relationships between followers and leaders are based on social exchange theory. Social exchange theory "involves the perceived obligation of followers to reciprocate the quality of the relationships with the leaders" (Blau 1964). Shamir and Eilam (2005) described authentic leaders as "originals". These leaders according to them and similar to Bill George's concept lead with their heart. They are transparent in their relationships with their subordinates and do not fake their relationships. Luthans and Avolio (2003) also mentioned about the consistent transparency of the authentic leaders in all their dealings over periods of time. This transparency can help the followers to truly see the intentions of the leader and gain their loyalty because of trust based relationship rather than a fake and manipulating one. They are perceived to have high levels of integrity and transparency because they say whatever they have in their hearts and minds, and they lead consistently and fairly.

Shamir and Eilam proposed life stories approach for the development of authentic leadership. According to them, authentic leaders have the ability to personalize their life experiences. The behavior of these leaders within the organization reflects their inner values, convictions and beliefs. They suggested the following characteristics of authentic leaders: First authentic leaders are real; they do not fake their relationships with others; they are true to themselves and lead based on their values; rather than conforming to the expectations of other and being influenced by external pressures, they tend to be "true" or "real" to themselves. Second, these leaders are mission oriented; they do not take on leadership for status and personal gain; rather, they are motivated by their personal conviction; their goals are "self-concordant", which means they are motivated by internal commitment rather than external gains. Third, "Authentic leaders are original, not copied"; this means that these leaders lead their own personal point of view that they developed based on their personal experiences and learning; their inner value and beliefs are always reflected in their behavior. Their behavior is "self-expressive". Finally, Authentic leaders are "consistent with what they believe, and their actions are consistent with both their talk and their beliefs. While Shamir and Eilam, describe authentic leaders as "originals and not copied", others describe them as genuine. Kernis (2003) suggested that authentic leaders have high genuine self-esteem and they act according to their true self, values and needs and they do not act to please others or avoid punishments or to be socially accepted by them.

Authentic leaders are leaders who display consistency between their ethical reasoning, emotions and actions. While these leaders lead with deep personal values and convictions, they transparently convey their goals, values, inspirations and weaknesses to their followers. According to Gardner, Avolio, and Walumbwa (2005), authentic leaders acknowledge who they

are and what they believe in and focus on influencing followers through psychological states such as confidence, optimism, hope, and resilience. This point of view is highlighted in the work of Gardner el al., who indicate that authentic leaders positively influence and inspire their followers through positive social exchange as well as being a positive model to them. "Leaders who act in accordance with deep personal values and conviction, to build credibility and win the respect and the trust of the followers by encouraging diverse viewpoints and building networks of collaborative relationship with followers, and thereby lead in a manner that followers recognize as authentic." (Avolio, Gardner el al., 2004, p.806). Gardner used role-modeling approach and indicated that leaders serve as role-models to their followers.

Elements of authentic leadership

Avolio and Gardner (2005), Ilies el al (2005) and Walumbwa el al. (2008) identified these elements of authentic leadership.

1. ***Positive psychological capital (PPC)***

Positive psychological capital is composed of hope, optimism, confidence and resiliency. Luthans and Avolio describe authentic leaders as leaders who possess these positive psychological capabilities which intensify the self-awareness and self-regulatory behavior of the leaders which leads to positive self-development (Avolio and Gardner 2005). In their study about working adults, Wooley el al. found that there was positive correlation between authentic leadership and followers' positive psychological capabilities. They concluded that "leaders perceived as authentic by their followers were seen as contributing to a more positive work climate in the organization and the followers in more positive climate had higher PPC". (Wooley el al 2011, p. 444). This indicates that when leaders possess positive

psychological capabilities, they can influence their team in the organization to also grow these capabilities.

2. ***Positive moral perspective***

Leaders daily encounter external pressure in their workplace while making decisions. As Bill George said, the pressure the leaders face in order to succeed can sometimes deviate them from their core values. Leaders are authentic when they know the "True North" of their compass while having a deep sense of doing the right thing. Only when leaders have higher moral values, they strive to be ethical in their decision making process. May el al. (2003) state that these moral components upon which leaders can make ethical and transparent decisions, can be introduced through learning process. Leaders must develop their core values, and all their interaction should be based on these values.

3. ***Leader self-awareness***

Self-awareness is the basis of authentic leadership. It is through self-awareness that leaders know their strengths, skills and capabilities. In addition, leaders should also be aware about their weaknesses and drawbacks in order to be able to improve themselves to be more effective in the organization. According to Avolio and Gardner, four elements of self-awareness are essential for authentic leadership development: values, identity, emotions and motives/goals. Authentic leaders have core values and identity. These leaders are mission oriented. They care about their mission and want to achieve the goals in the organization. Most importantly, they are aware about their emotions which is key for emotional intelligence. A leader who knows his or her emotions will have a high degree of emotional intelligence which has four dimensions:

self-awareness, self-management, social awareness and social/relationship management (Daniel Goleman, 2004). In addition, a meta-analysis was also conducted to examine the relationship between authentic leadership and emotional intelligence. The study showed that authentic leadership and EI were positively correlated. Hence it can be concluded that authentic leaders are also emotionally intelligent leaders who can understand, manage and control their emotions" (Miao, Humphry & Qian, 2018).

4. ***Leader self-regulation***

Avolio and Gardner describe self-regulation as "a process through which authentic leaders align their values with their intentions and actions". Luthans and Avolio (2003) similarly claim that only when leaders exercise self-control will they be able to achieve high levels of self-regulation.

5. ***Leadership process/behavior***

If an organization is compared to a boat, leaders are described as the anchors of the boat. If the anchor is strong, nothing will happen to the boat even during tremendous storm. Likewise, leaders of any organization regardless of its size have a great influence on their followers. Followers will identify themselves with their leaders and consider them to be "role models". This concept was elaborated more in the work of Ilies el al., when they mentioned about personal and social identification process whereby followers understand the values of their authentic leaders and in return identify themselves based on these value. Authentic leaders are leaders who "lead by example" when they openly share information with their associates, respect their feedbacks and are trustworthy, hopeful and confident and their actions consistent with their word. Ilies at al. (2005), used

the principle of reciprocity and value congruence to explain that if leaders are really genuine and unbiased in evaluating all the information available before decision making and they really care about their followers, the relationship between leaders and followers will be based on trust. This close relationship will in turn lead to greater value congruency between the leaders and followers and the followers will start to reciprocate the actions and behaviors of a leader and this in turn will result in development of authentic followers.

6. ***Follower development***

Unlike transformational leadership theory, authentic leaders do not aim to transform the followers. However, by becoming role models for them they can influence them to be better. Followers when they see their leaders as authentic, trustworthy, hopeful and confident, they will also internalize their values. These followers will develop to better know their inner values and have transparent relationship with their leaders, who would respect their feedbacks and tell them the truth always, good or bad which will help them develop to be authentic human beings. Shamir calls them "contagious" influencing the development of their leaders. These leaders must be aware that they have a responsibility in developing ethical relationships with their associates and encouraging them to also be authentic (Luthans and Avolio, 2003). Similarly, May said that "Authenticity of the leader over time ultimately becomes part of the structure of the organization's culture" (May, 2003).

7. ***Organizational context***

The environment in which both leaders and followers operate also influences of the development of both leaders and followers. In today's dynamic environment, with

rapid technological development, globalization and uncertainty facing many organizations, an "environment that provides open access to information, resource, support and equal opportunity for everyone to learn and develop will empower and enable leaders and associates to accomplish their work more effectively" is essential. Authentic leaders are not "fake". They are willing to share information with their followers in order to operate in an environment where followers trust their leaders and are loyal in good and bad times.

Characteristics of authentic leaders

Based on the recent conceptualization of the elements of authentic leaders (Avolio & Gardner, 2005; Gardner, Avolio, Luthans, 2005; Ilies el al, 2005), Walumbwa and associates (2008) conducted a comprehensive review of the literature to determine the components of authentic leadership used for measuring authentic leadership; they identified four important components of authentic leadership: self-awareness, internalized moral perspective, balanced processing and relational transparency.

1. **Self-awareness**

It refers to a process in which leaders recognize themselves, their strengths, their weaknesses, their values and their purpose. Self-awareness component of authenticity is believed to be positively associated with self-esteem (Goldman & Kernis, 2002). Those who possess high levels of self-awareness will have trust in their values, emotions, motives, will firmly know who they really are, what they stand for, their goals and use these characteristics as strong anchor for their decisions and actions (Gardner el al, 2005). Walumbwa el al. (2008) describe self-awareness as "An understanding of how one derives and makes meaning of the world and how

that meaning-making process impacts the way one views himself or herself over time. It also refers to showing an understanding of one's strengths and weaknesses and the multifaceted nature of the self, which includes gaining insight into the self through exposure to others, and being cognizant of one's impact on other people" (p. 95).

2. **Balanced processing**

It refers to leader's ability to gather all the information necessarily to make decision and evaluate them objectively while being open to his or her followers' point of views. It is when a leader objectively considers the viewpoints of even those who disagree with his or her viewpoint and take actions afterward without any external pressure or favoritism, only for the sake of the company. Instead of using the words balanced processing, Kernis (2003) verified unbiased processing as a component of authenticity and said that it involves "Not denying, distorting, exaggerating or ignoring private knowledge, internal experiences, and externally based evaluative information". It can be concluded that balanced processing refers to leaders who "objectively analyze all relevant data before coming to a decision. Such people also solicit views that challenge their deeply held positions" (Gardner, Avolio, Luthans et al., 2005).

3. **Relational transparency**

It refers to leaders being able to show both positive and negative features of themselves to their followers. It is achieved when leaders are not "fake" in their thoughts or feelings towards their associates and they strive for a relationship based on openness and transparency and truth. As Goldman and Kernis state, "relational authenticity involves an active process of self-disclosure and the development of mutual intimacy and trust so that intimates will see one's true self-aspects, both good and bad" (Goldman & Kernis, 2002). One of the outcomes of truthful

and open relationship is high levels of trust. According to May el al. (2003), authentic leaders are transparent when linking their expectations, desires, emotions, values and purposes in their everyday interactions. According Walumbwa et al. (2008), relational transparency and unbiased processing will help personal learning and development. When leaders are open to feedback and are willing to change and acknowledge that they are not perfect and have weaknesses they should work to improve, this will facilitate authentic leaders' ability to develop "a sense of growth and development as a person".

4. **Internalized moral perspective**

It refers when leaders' action and behavior match their internalized values. These leaders use their values to guide them. According to Walumbwa el al. (2008), this is an example of self-regulation process, where leaders are not influenced by external stresses, but rather act in accordance to their "deep-seated values". Kernis describes authentic behavior as a component of authenticity and refers to it as "whether people act in accord with their true self as opposed to acting merely to please others or to attain rewards or avoid punishments through acting falsely" (Kernis, 2003).

Authentic leadership compared to other types of leadership

Authentic leadership is considered to be the "root construct" of other forms of positive leadership (Avolio, Gardner el al, 2004). The two leadership styles compared to authentic leadership are ethical and transformational leadership.

Ethical Leadership

Ethical leadership has two components: the moral manager and the moral person. Brown el al (2005) defines ethical leadership as "the demonstration of normatively appropriate conduct

through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement and decision making" (Brown, 2005 p.120). Ethical leaders are individuals who care about the employees as well as the society as a whole; they are honest and fair; they possess the attributes of openness and integrity; they seek to do what is the right thing in the organization they lead. This dimension is the moral person aspect of the ethical leadership (Trenivo, 2000). Second, even when they face pressure or uncertainty, ethical leaders are consistent, self-disciplined and they pursue to act based on their ethical standards (Brown el al, 2005). This dimension is the moral aspect of the ethical leadership; therefore, ethical leaders seek to make "ethics an explicit part of their leadership agenda by communicating an ethics and value message, by visibly role modeling ethical behavior" (Brown &Trevino, 2006 p. 597).

Compared with authentic leadership theory, it is evident that both theories talk about leaders who are fair, honest, lead with their heart, integrity and desire to do the right thing. According to Gardner, Avolio and Luthans (2005), authentic leaders are ethical role models for their subordinates which is the same as the moral component of ethical leaderships. Other than the ethical components, authentic leadership focuses on other features like self-awareness, relational transparency and balanced processing which are not captured in the definition of ethical leadership; thus authentic leaders need to develop these features too other than the ethical components.

Transformational Leadership

Like ethical leadership, there is overlap between authentic and transformational leadership. Transformational leadership is composed of five components: Charisma, idealized

influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass, 1998).

Although authentic leadership seeks to build long-lasting relationships between the leaders and their followers, where leaders lead based on their internalized values, they are not described as charismatic by others.

Leaders with idealized influence tend to be devoted to a set of values, share information and risks with others and put the followers' needs over their own. These leaders are "role models for followers to emulate; can be counted on to do the right thing; and display high standards of ethical and moral conduct" (Avolio, 1999).

Through inspirational motivation, leaders inspire and motivate the employees to achieve the organizational goals.

Intellectual stimulation entails "stimulating followers to question assumptions, reframe problems and approach old situations in completely new ways" (Walumbwa et al., 2008).

Finally, leaders who provide the individual consideration are the ones who support the individual growth of their followers by acting as mentors for them and paying attention to their needs for growth within the organization and creating opportunities for them to learn and prosper further.

Although authentic leadership is closely related to the four dimensions mentioned, however the key distinction is the self-awareness factor of authentic leadership. Unlike the transformation leaders who seek to inspire and transform their followers, authentic leaders focus on followers' development to achieve authenticity and become authentic leaders themselves.

We will continue our literature review by discussing the impact of Authentic Leadership on employee job satisfaction.

Job Satisfaction

Definition of Job Satisfaction

Job satisfaction is heavily studied in the organizational literature because it has numerous positive outcomes that affect both organizational performance and satisfaction level of the employees (Yousef, 2000). It is considered to be the most examined field in organizational behavior and industrial psychology (Goyal, 2010). Previously researchers believed that job satisfaction was the outcome of production level or achievement of the employees (Lio, Chan and Lam, 2014). However, in subsequent studies, it was found that such relationship was not accurate, because employees can be high producers but not satisfied within their jobs or satisfied within their jobs but low producers (Kafetsios, Nezlek and Vassilakov, 2012).

Theories of Job Satisfaction

Job satisfaction was first defined by Hoppock (1935) as "any combination of psychological, physiological and environmental circumstances that cause an individual to say honestly, I am satisfied with my job". This definition was refined and categorized by many scholars. The most widely used definition of job satisfaction was developed by Lock (1969) who quoted job satisfaction as "pleasurable or positive emotional state resulting from appraisal of

one's job as achieving or facilitating the achievements of one's values" (p.1304). In 1962, Vroom determined seven aspects of job satisfaction: the working environment, the job content, the promotion, the compensation, the supervisor, colleagues and the organization in which employees operate. Similarly, Spector (1987) used rewards, promotions, pay, benefits, co-workers, work procedures and nature of the job to quantify employee job satisfaction. Knowing that leaders alone cannot succeed in this competitive environment unless their followers help them hand in hand, organizations should consider pursuing job satisfaction a priority based on the fact that "pleasure in one's work, or with anything else could be considered desirable and advantageous" (Penger and Cerne, 2014).

If job satisfaction is truly what followers want, then companies should focus on the needs of their employees to improve their job satisfaction levels. Jerome (2013) states that "need hierarchy theory" influences directly employee motivation and satisfaction. When employees' needs stated by Maslow's Hierarchy theory, ranging from psychological needs, safety, belongingness, self-esteem to self-actualizations are met, employees will feel respected, loved, trusted, appreciated and cared by their colleagues and their organization as a whole and this would eventuality elevate the levels of their job satisfaction.

Springer (2012) describes three major theories related to job satisfaction: historical situational occurrence theory (Quarstein, McAfee, &Glassman, 1992), discrepancy theory (Locke, 1976) and motivation-hygiene theory by Herzberg, Mausner, and Snyderman (1959).

Quarstein et al (1992) promote that job satisfaction can be developed in two ways. First job characteristics are set even before the employee begins employment; these characteristics involve policies, benefits and pay provided. Second, are both positive and negative factors that

impact on the employee's feelings about the job; these factors may be time off, treatment by supervisor, fringe benefits and etc.

Discrepancy theory, another name for "affect theory" is developed by Edwin A. Lock in 1976. This model is considered to be the most famous job satisfaction model. This theory suggests that employees' satisfaction depends on the personal importance of an item for the employee; this theory hence concluded that dissatisfaction will occur when employees receive less of what they really want. Wu and Yao (2006), described this theory by reciting "level of satisfaction of an item is determined not only by the have-want discrepancy, by the importance of the item" (p.487); that is if one employee values autonomy in the workplace and the other employee is indifferent. If both employees are given autonomy, employee who values autonomy will be more satisfied in this position compared to the other employee.

Motivation-Hygiene theory by Herzberg, Mausner and Snyderman (1959) suggest that job satisfaction and dissatisfaction are not two opposite ends of the same continuum; but instead can be at times unrelated concepts. In this theory, Herzberg, Mausner and Snyderman suggested that "opposite of job satisfaction is not job dissatisfaction but rather no satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction, but no job dissatisfaction". Herzberg el al (1959) described two factors of job satisfaction: Motivating factors which are related to job satisfaction and Hygiene factors which focus on dissatisfaction. Sachau (2007) stated that "the motivator factors contribute to the experience of satisfaction and the hygiene factors contribute to the experience of dissatisfaction" (p.379).

According to Smerek and Peterson (2006) motivational factors include advancements, growth and achievement, perception of job, responsibilities and etc. On the other hand, hygiene factors have 10 items: salary, peer relationships, personal life, company policy and

administration, relationship with supervisors, working conditions, status, security, supervision and subordinate relationships. Through these factors Herzberg el al. (1959) concluded how motivational factors enhance the psychological growth while hygiene factors help to avoid both physical and psychological pain.

Authentic Leadership and Job Satisfaction

"People learn by observing the behavior of others and its consequences" (Bandura 1986). Employees will use their leader's behavior as an indication of what is acceptable and what is not in their company. Supervised employees who perceive their leaders as authentic individuals who facilitate in improving followers' self-confidence, in creating hope, optimism and positive emotions and in establishing trust will feel that these leaders genuinely support their effort; thus this will enhance the self-development of these followers. These employees will use their leaders as examples and act in directions of creating hope on their own and building self-confidence and self-awareness which will eventually influence on their job satisfaction (Penger and Cerne, 2014). The self-awareness factor of an authentic leader will help these leaders not only to understand their strengths and weaknesses, but also foster innovative behaviors on others. As a result, employees who witness their leaders as real and not fake, will ultimately start to exhibit authentic traits like openness, ethical and moral behavior, transparency and self-awareness; As a consequence, profitability and efficiency within the organization will be elevated through the impact these authentic followers will start to have on the social climate of their organization (Otken & Cenki, 2012).

According to Azanza el al. (2013), when flexibility-oriented organizational culture is encouraged in the workplace, workers show higher level of job satisfaction. This flexibility will make them feel secure and confident in expressing their opinion; thus "these workers will more likely remain committed to their organization" (Azanza el al., 2013). A research done by Giallonardo, Wong and Lwasiw (2010) in a sample of 170 nurses concluded that a positive relationship was found between authentic leadership and job satisfaction. Similarly, a research conducted by Azanza el al. (2012) on 571 employees of Spanish private organization concluded that authentic leadership mediates the positive relationship between flexibility-oriented organizational culture and employee satisfaction. The same flexibility that permits subordinates to openly provide their suggestions and innovative ideas for the improvement of their company will also allow the leaders to openly listen and respect the opinions of their subordinates and support them to achieve innovation, creativity and growth at the end (Hsiung, 2012).

Variable studies were done on job satisfaction and factors such as absenteeism, turnover, organization citizenship behavior, productivity (Robbin & Judge, 2001). After these studies, it was proved that dissatisfied employees will either stay in their organization with the hope to make positive change or will leave the organization. When employees believe that they have the ability to voice their ideas in their workplace, they will more likely remain committed (Liang, 2017). According to Liang (2017), "authentic leaders can encourage their followers to express their opinions". By displaying honest, transparent, positive and genuine behaviors leaders can build trusting relationships with their followers. According to Chen et al (2012) followers would start to trust their leaders more if these leaders empower and encourage them to make their own decisions; that's when these employees will be motivated to engage in voice behavior. Study done on 404 employees from real estate Company in Taiwan by Hsiung (2012) demonstrates that

authentic leadership was positively related to employee voice behavior. The ability of employees to express their point of view openly and the fact that leaders respect and use these ideas in decision making process foster a feeling of respect and trust within the followers. Mckinnur et al. (2003) suggested that stability and respect for people had positive effect on job satisfaction; thus as these followers witness their leaders' positive attitude toward their knowledge and ingenuity, their job satisfaction will be more strengthened (Mia, et al, 2013).

Similarly, Mia, Nowman, Schwarz and Xu (2013) further stated that job satisfaction will be accomplished in an organization when a trust based relationship exists between the employees and their managers. They concluded that when their managers accept the input of their subordinates and permit them to participate in the achievement of the goals of the organization the result will be higher levels of job satisfaction and job commitment. They stated that employees who are led by leaders who use participative leadership style rather than a dictatorial one, will show greater job satisfaction. This is an indication that employees prefer to work in an environment where openness, transparency and informed decision making are valued. These dimensions which are mentioned, are used in authentic leadership. Authentic leaders through informed decision making will also seek the input of others regardless of their rank without favoritism prior to making a big decision; this would provide signals to their followers that their leaders believe in their skills and consider them important assets in the organization which would ultimately create a satisfactory environment in which they can operate (Gardner and Avolio, 2005).

According to Wang and Hsieh (2013) when a leaders' actions and behaviors are consistent, this would create a perception of reliability in their followers' minds towards their leaders and will influence positively on job satisfaction. Transparency is one of the

characteristics of authenticity (Leroy, Palanski and Simons, 2012). Authentic leaders encourage transparency so that their ideas and opinions are blatant and clear to their surroundings; wherefore Wang and Hsieh (2013) concluded that since authentic leaders' exhibit traits such as fairness, candidness, transparency and consistency between their statements and actions authenticity is positively associated with job satisfaction.

Chapter Three: Research Framework and Methodology

Theoretical Model of the Study

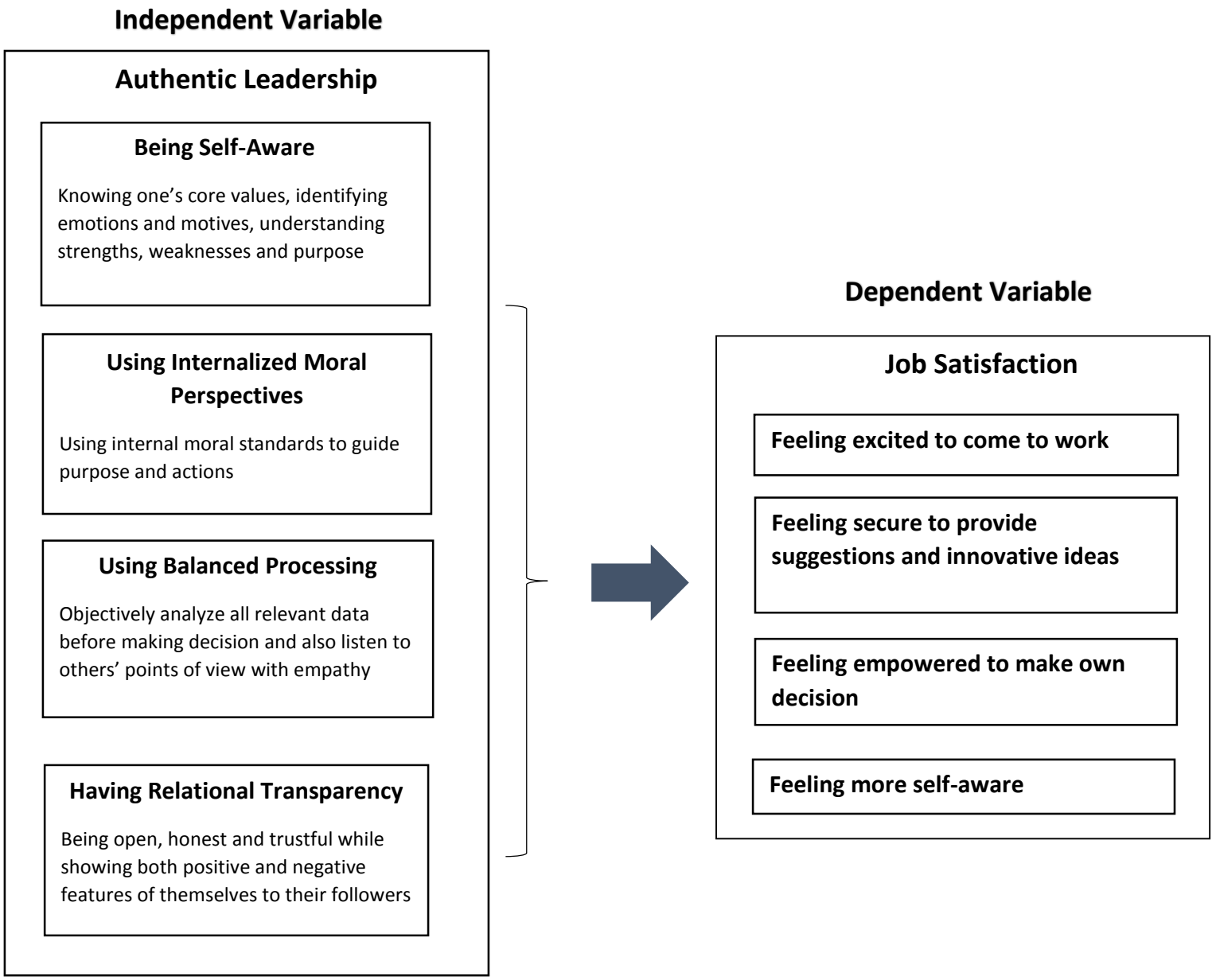
This research will deploy a theoretical model that was developed based on the literature review conducted. It will explore the impact of authentic leadership on employee job satisfaction.

The theoretical model is presented below. This model summarizes the theory that is tested in this study throughout analysis; in addition, it facilitates our understanding of the relationship between authentic leadership and job satisfaction.

Building on the literature review conducted we conceptualized our independent variables to measure authentic leadership as: **Being Self-Aware, Using Internalized Moral Perspective, Using Balanced Processing and Having Relational Transparency** (Walumbwa, 2008). Furthermore, we conceptualized the dependent variables to measure job satisfaction as: **Feeling excited to come to work**; this construct was used for measuring job satisfaction because if employees are truly excited to come to work, this we thought would be an indicator that they are truly satisfied with their job. **Feeling secure to provide innovative ideas and feeling empowered to make own decision** are the second and third components to indicate job satisfaction. These components were used because according to Two-Factor theory developed by Herzberg, personal achievement, recognition, responsibility, security, advancement and growth are motivation factors which lead to employee satisfaction. Finally **feeling more self-aware** was the fourth construct to measure job satisfaction. And again as according to Maslow's theory, "Jobs which fulfill an employee's need for self-actualization or a desire for self-fulfillment are

most satisfying" and the self-aware employee is looking for that self-actualization or self-fulfillment.

Theoretical Model of the Study



Research Question

Reflecting to the literature review, the main research question was identified as follows:

1. Whether there is a positive relationship between authentic leadership and employee job satisfaction.

In addition to this main research question I wanted to explore and clarify additional questions pertaining in my perspective to the thesis topic.

1. Whether there is a difference in the application of authentic leadership on satisfaction of employees working in for-profit and not-for-profit organizations.
2. Whether there is a gender difference in the application of authentic leadership on satisfaction of employees with different genders and with supervisors of different genders.
3. Whether there is a difference in the application of authentic leadership on satisfaction of employees with different career levels in the organization.

Hypotheses

The Hypotheses that address the research question are the following:

Hypothesis 1: Feeling excited to come to work is positively related to leader's self-awareness.

Hypothesis 2: Feeling secure to provide suggestions and innovative ideas is positively related to leader's self-awareness.

Hypothesis 3: Feeling empowered to make own decision is positively related to leader's self-awareness.

Hypothesis 4: Feeling more self-aware is positively related to leader's self -awareness.

Hypothesis 5: Feeling excited to come to work is positively related to leader's internalized moral perspective.

Hypothesis 6: Feeling secure to provide suggestions and innovative ideas is positively related to leader's internalized moral perspective.

Hypothesis 7: Feeling empowered to make own decision is positively related to leader's internalized moral perspective.

Hypothesis 8: Feeling more self-aware is positively related to leader's internalized moral perspective.

Hypothesis 9: Feeling excited to come to work is positively related to leader's balanced processing.

Hypothesis 10: Feeling secure to provide suggestions and innovative idea is positively related to leader's balanced processing.

Hypothesis 11: Feeling empowered to make own decision is positively related to leader's balanced processing.

Hypothesis 12: Feeling more self-aware is positively related to leader's balanced processing.

Hypothesis 13: Feeling excited to come to work is positively related to leader's relational transparency.

Hypothesis 14: Feeling secure to provide suggestions and innovative idea is positively related to leader's relational transparency.

Hypothesis 15: Feeling empowered to make own decision is positively related to leader's relational transparency.

Hypothesis 16: Feeling more self-aware is positively related to leader's relational transparency.

Descriptive Proposition

In addition to examining the relationship of authentic leadership with job satisfaction, we have also stated that we would be looking for aspects of job satisfaction in relation to different variables i.e.: Employees' organization type (For-Profit and Not-Profit organization), employees' gender, supervisor's gender and employee career level (First-Line, Middle, Upper) in the organization. The study explored whether and how each aspect of job satisfaction varied among different organization types, different genders, supervisors with different genders and employees with different career levels. This descriptive section will be added to the main analysis of the thesis topic.

Approach and Methods

The survey questionnaire, attached as an appendix, was used for gathering the data used in the statistical analyses. The questionnaire is composed of 25 statements, which aim to explore authentic leadership practices in Lebanese organizations and to see whether these practices positively affect employee job satisfaction in these organizations.

The questionnaire was structured using a seven-point Likert scale where respondents were asked to determine the level of the agreement to the statements provided according to the following scale:

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

Based on the literature review, the questionnaire was based on two sections: Authentic Leadership and Job Satisfaction.

Authentic Leadership Questionnaire (ALQ) developed by Walumbwa el al. in 2008 was used to measure Authentic Leadership practices. Authentic Leadership Questionnaire (ALQ) is made up of 16 items. There are two versions of this questionnaire, one for self-report and one for peer report. Through this Likert-type scales employees were asked to rate the frequency with which each statement of the questionnaire matches the leadership style of their supervisor. Follower's perception of authentic leadership was measured using peer-report version of ALQ. Metej et al. (2013) found that follower perception of authentic leadership can predict employee job satisfaction and that the follower perception (Peer-Report version of ALQ) is a valid measurement of authentic leadership in the organization.

The questionnaire is made up of the four above mentioned components of authentic leadership. Sample items are: Self-Awareness (4 items i.g.: "My supervisor is a role-model of knowing his strengths and weaknesses"), Balanced Processing (3 items i.g.: "My supervisor objectively analyzes relative data before making"), Internalized Moral Perspective (4 items i.g. "My supervisor shows consistency between his/her beliefs and actions"), Relational Transparency (6 items i.g. "My supervisor encourages open and honest debate at all time").

Minnesota Satisfaction Questionnaire (MSQ) was used to measure job satisfaction. MSQ was the outcome of "Work Adjustment Project" at the University of Minnesota. It was developed in by D.J. Weiss, Dawis, England, Lofquist.

The MSQ "long form" consists of 100 questions that make up 20 subscales assessing job satisfaction; 20 of these items are frequently used to measure general job satisfaction and are referred to as the short version of the MSQ.

The 20 MSQ-short form was used as an instrument to measure job satisfaction in this research study.

In addition to the 25 questions used to measure authentic leadership practices and employee job satisfaction, in the last part of the questionnaire respondents were asked to identify the type of the organization they are working for whether it is for-profit or not-for-profit, their gender, their supervisor's gender and their career level (i.e. First-Line, Middle, Upper) in the organization.

In order to test the clarity of the questions to use in the research study, two pilot studies were conducted, where employees from both For-Profit and Not-For-Profit organizations were asked to provide their feedback about the questions, their wordings, and on the length of the questionnaire. After the two pilot studies conducted, the questionnaire was revised based on the recommendations and suggestions of the respondents.

Sample Size and Selection

As Hair, J., Black, W., Babin, B., Anderson, R., & Tatham, R. (2005) recommend, the number of observations must be five times the number of the independent variables. In this study, we have 25 items used for measuring authentic leadership. Hence, the corresponding number of observations on the basis of 5:1 ratio is 125 observations. However, to count the non-responses 10% was added to the sample size making the sample size 138 observations. For simplicity, the sample size was rounded to minimum of 140 observations. Consequently, a

sample of 100 observations is an appropriate sample to calculate the correlations between variables and carry out both factor analysis and multiple regression.

Random sampling was used for the sample selection since the populations of this section was divided to two sections: For-Profit and Not-For-Profit organizations. The questionnaire was sent to the Human Resources Department of both For-Profit (different industries including Accounting, Advertising, Banking, Computer, Education, Engineering, Software, Manufacturing, Insurance, Technology) and Not-For-Profit (Ngos, Churches, Charity) via an email. They were asked to forward the email with the online link to randomly selected employees having different career levels.

The survey administration period was four weeks during which the questionnaire was send to the Human Resource Department via email and they facilitated the participation of the employees of their company by forwarding a link to the questionnaire created by an online platform called survey monkey to them; that's how the responses were collected automatically.

During the administration of the survey, certain ethical issues were taken into consideration. The respondents were not asked to provide personal information to ensure their right to confidentiality and anonymity. Moreover, in the introduction it was clearly stated that the information shared was strictly confidential and was promised to be reported in the thesis anonymously. Finally, the right of the participants to be informed about the thesis topic was addressed by clarifying the purpose of the survey questionnaire which was explained to the organizations surveyed.

The sample consisted of 235 employees randomly selected from For-Profit and Not-For-Profit organization.

The hypotheses were tested using Regression Analysis, Factor Analysis, and Independent T-test and the answers were analyzed using the Statistical Package for the Social Sciences (SPSS). Regression Analysis was used to identify which among the independent variables do affect the dependent variables. Factor Analysis was used to identify the relationships among the variables and to understand the group of the variables used in the survey. Independent T-Samples test was used to check if there is a significant difference between the groups on which the study was applied. Furthermore, Descriptive Statistics was used to describe the studied sample.

Chapter Four: Statistical Analysis

In order to measure "Feeling excited to come to work", three questions were used from Minnesota Job Satisfaction question: **"I feel excited to come to work", "I do not want to leave my organization" and "My work gives me a feeling of personal accomplishment"**. The average of the scores of these questions were used in our research study.

Self-Awareness refers to "showing an understanding of one's strengths and weaknesses and the multifaceted nature of the self, which includes gaining insight into the self through exposure to others, and being cognizant of one's impact on other people" (Walumba et al., 2008). To measure if employees are self-aware individuals, two questions were used: **"I recognize my values, strengths and weaknesses" and "I am comfortable in expressing my feelings"**. The average of the scores of these questions were used in our research study.

Hsiung (2012) stated that the flexibility oriented culture which allows leaders to trust their subordinates and to openly listen and respect the opinions of their subordinates while making decision, will enhance employee job satisfaction and make them feel secure to provide their ideas. This is why to measure the construct "I feel secure to provide my suggestion and innovative ideas" two question were used in the survey questionnaire and their averages was used for our study. The two questions are: **"I participate in the decision making process of my supervisor "and "My supervisor trusts me to handle difficult situations".**

Finally to measure if employees feel empowered to make their own decision, one question was used in the questionnaire: **" I feel empowered to make my own decision".**

This section discusses the descriptive statistics based on respondents' answers, the reliability test used to measure internal consistency, the factor analysis for describing the variability among correlated variables, the stepwise regression model to show the best set of predictors of the dependent variables, T-test and ANOVA to further comprehend the impact of the independent variables on each other.

4.1 Descriptive Statistics

Descriptive statistics is a process that summarizes or describes the characteristics of a set of data and provides a brief summary of the sample and the measures used in a particular study. The most frequently used methods for statistical data analysis to describe a data set include the mean, standard deviation or variance, the minimum and the maximum values of the variables.

Type of the organization that respondents work in:

What type of organization do you work in?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not-For-Profit	84	35.7	35.7	35.7
	For-Profit	151	64.3	64.3	100.0
	Total	235	100.0	100.0	

As seen in the above table, around 64% of the population were from for-profit organizations from different businesses and 36% were from Not-For-Profit Organizations.

Gender of the respondents to this study:

What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	83	35.3	35.3	35.3
	Female	152	64.7	64.7	100.0
	Total	235	100.0	100.0	

The respondents were both male and female. The percentage of males was almost 35% and the percentage of the females was 65%

Gender of the supervisors:

What is your supervisor's gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	110	46.8	46.8	46.8
	Female	125	53.2	53.2	100.0
	Total	235	100.0	100.0	

For the gender of supervisor, 47% of the supervisors were male while 53% were female.

Career level of the respondents:

What is your career level in the organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First-Line	54	23.0	23.0	23.0
	Middle	147	62.6	62.6	85.5
	Upper	34	14.5	14.5	100.0
	Total	235	100.0	100.0	

As for the career level of the employees who participated, 23% of them were from first line employees, 62% from middle line and 15% from upper line.

Descriptive statistics of Authentic Leadership and Job Satisfactions

Descriptive statistics of Authentic Leadership and Job Satisfaction were performed. For Authentic Leadership, **RT6** "My supervisor encourages open and honest debate at all time" has the highest mean of 5.38, while **RT2** "My supervisor admits his/her mistakes" has the lowest mean of 4.44 (Refer to Table 1 in appendix). Furthermore, for Job satisfaction, **DP4** "Feeling more self-aware" has the highest means of 5.798 with the lowest standard deviation of 0.9928. Whereas, **DP1** "Feeling excited to come to work "has the lowest mean of 5.226950 (Refer to table 2 in appendix).

4.2 Reliability Test

Cronbach's alpha (α), also known as the coefficient of reliability, was used to estimate the internal consistency of the scale. This measure of internal consistency is most commonly used when we have multiple Likert questions in a questionnaire that form a scale and we wish to determine if the scale is reliable. Cronbach's alpha measures the extent to which a set of items are related to each other. Hence, Cronbach's alpha increases as the inter-correlations among the items increases. The generally agreed upon lower limit for Cronbach's alpha is 0.70 (Cronbach, 1951).

The Cronbach's alphas for all the variables of this study were computed using SPSS Version 20. First, the reliability of all the independent variables was tested. The Case Processing Summary and Reliability statistics of the 17 independent variables are shown respectively in the table below:

Table 3: Case Processing and Cronbach's Alpha for Authentic Leadership traits

		N	%
Cases	Valid	235	100.0
	Excluded[a]	0	.0
	Total	235	100.0

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.937	.937	17

The Cronbach's alpha for Authentic Leadership is **0.937**, which indicates a high level of internal consistency for AL construct.

The "Corrected Item-Total Correlation" shows the correlation between a given item and the sum score of other items assessing how well one item's score is internally consistent with composite scores from all other items. De Vaus (2004) suggests that any item-total correlation less than 0.3 is weak for item-analysis and thus should be removed from the study.

The "Cronbach's Alpha if item Deleted" shows the new Cronbach's Alpha that would result if the item was deleted. It determines which item among a set of items contribute to the total alpha. As long as the "Cronbach's alpha if item deleted" is less than the initial one, there is no need to remove the item.

Table 4: Item-Total Statistics for Authentic Leadership Traits

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BP1	.603	.935
RT1	.610	.934
RT2	.742	.931
RT4	.368	.940
RT3	.607	.935
BP2	.696	.933
IMP1	.442	**.938**
IMP2	.753	.931
SA1	.753	.931
SA2	.774	.931
IMP3	.625	.934
RT5	.822	.930
SA3	.637	.934
BP3	.719	.932
RT6	.795	.931
SA4	.555	.936
IMP4	.729	.932

The removal of any item except **IMP1 "**My supervisor does not allow group pressure to control him/her**,"** results in a lower Cronbach's alpha. However, since the removal of **IMP1** leads to a very small change in the Cronbach's alpha (from 0.937 to 0.938), and since all the corrected item-total correlation of AL practices are above 0.3 then none of the items are removed from the study.

Reliability analysis was also performed on Job Satisfaction.

Table 5: Cronbach's Alpha of Job Satisfaction components

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.758	.767	4

The Cronbach's alpha **is 0.758**, which indicates a moderate level of internal consistency for Job Satisfaction construct.

The Item-Total Statistics for the four dependent variables, which represent Job Satisfaction are shown below:

Item-Total Statistics

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DP1	.543	.718
DP2	.656	.647
DP3	.562	.699
DP4	.508	.735

Since all the corrected item-total correlation of AL practices are above 0.3 and the removal of all items results in a lower Cronbach's alpha then none of the items are removed from the study.

4.3 Factor Analysis

Factor analysis is "an interdependence technique whose primary purpose is to define the underlying structure among the variables in the analysis" (Hair et al, 2006). Factor analysis, specifically exploratory factor analysis (EFA) is a statistical method used to uncover the underlying structure of a relatively large set of variables. EFA is a technique within factor analysis whose overarching goal is to identify whether the correlations between a set of observed variables can be explained in terms of a smaller number of unobservable constructs which are known either as latent variables or common factors. Factors analysis has three main uses according to Field (2009):

1. To understand the structure of a set of variables

2. To construct a questionnaire to measure an underlying variable

3. To reduce a data set to a more manageable size while retaining as much of original information as possible.

The entire correlation matrix was examined using the Bartlett test of Sphericity and Kaiser-Mayer-Olkin Measure of Sampling Adequacy (KMO MSA) in order to determine the appropriateness of factor analysis.

According to Field (2009), KMO represents the ratio of the squared correlation between variables to the squared partial correlation between variables that is the degree of inter-correlations among the variables. It is used to quantify the degree of inter-correlation among the variables. The KMO statistics ranges from 1 to 0, and a value close to 1 means that each variable is perfectly predicted without error by the other variables. Kaiser (1974) recommends accepting values greater than 0.5 as barely acceptable. While closer the value gets to 1, it would be better, as values between 0.8 and 0.9 are considered great and values above 0.9 are superb.

In addition, the Bartlett Test of Sphericity checks the overall significance of all correlations within a correlation matrix. Moreover, Bartlett's test indicates whether our correlation matrix is significantly different from an identity matrix, meaning that "the correlation between variables are (overall) significantly different from zero" (Field, 2009) Thus, if the Bartlett's Test of Spherecity is significant, that is if it is less than alpha (0.05), then the null hypothesis that the correlation matrix is an identity matrix will be rejected and factor analysis can be continued.

1. **Factor Analysis on the independent variables was performed.**

First, Factor Analysis was performed on Authentic Leadership Factors, and as shown in the table below, the KMO Measure of Sampling Adequacy is .934 which is greater than 0.5 and the Bartlett's Test of Sphericity is 0.000 which is less than 0.05 so it is significant. Based on this result, we can advance with the Factor Analysis for Authentic Leadership Factors.

Table 7: KMO and Bartlett's Test for components of Authentic Leadership

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.934**
Bartlett's Test of Sphericity	Approx. Chi-Square	2437.666
	Df	136
	Sig.	**.000**

The latent root criterion was used to define the number of factors extracted. Any individual factor should account for the variance of at least one variable and since with component analysis each variable contributes a value of 1 to the total eigenvalue only the factors having latent roots or eigenvalue greater than 1 are considered significant.

Table 8: Total Variance Explained for Authentic Leadership components

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.656	50.917	50.917	8.656	50.917	50.917	6.213	36.547	36.547
2	1.166	6.856	57.773	1.166	6.856	**57.773**	3.609	21.227	57.773
3	.943	5.545	63.319						
4	.848	4.989	68.308						
5	.723	4.252	72.559						
6	.673	3.962	76.521						
7	.608	3.577	80.098						
8	.547	3.217	83.315						
9	.496	2.917	86.232						
10	.419	2.462	88.694						
11	.411	2.415	91.109						
12	.358	2.104	93.213						
13	.334	1.966	95.179						
14	.256	1.507	96.686						
15	.215	1.267	97.953						
16	.178	1.050	99.003						
17	.170	.997	100.000						

Referring to the above “Total Variance explained” table and based on the latent root criterion, two factors are extracted from the Authentic Leadership Factors accounting for 57.773% of the total variance.

The rotated component matrix makes the interpretation of the factor analysis easier showing the factor loadings of the variables on the extracted components. The factor loadings represent the correlation of each variable and the factor. Loadings indicate the degree of correspondence between the variable and the factor, with higher loadings making the variable representative of the factor. Factor loadings of 0.5 and above are necessary for practical significance.

Table 9: Factor analysis of independent variables

		Factor 1	Factor 2
BP1	My supervisor asks feedback from us when making a decision	.436	**.513**
RT2	My supervisor admits his/her mistakes	**.579**	.534
RT4	My supervisor shares personal information with us	-.061	**.805**
RT3	My supervisor shares organizational information with us	.287	**.722**
BP2	My supervisor objectively analyzes data before making decision	**.771**	.187
IMP1	My supervisor does not allow group pressure to control him/her	**.659**	-.082
IMP2	My supervisor shows consistency between his/her beliefs and actions/decisions	**.782**	.263
SA1	My supervisor understands his/her purpose of leadership in the organization	**.704**	.382
SA2	My supervisor is a role-model of knowing his/her strengths and weaknesses	**.694**	.435
IMP3	My supervisor allows other people to know where he/she stands on controversial issues	**.559**	.368
RT5	I find my supervisor to be credible and trustworthy	**.758**	.411
SA3	My supervisor is comfortable in expressing his feelings	.438	**.565**
BP3	My supervisor listens closely to the ideas of those who disagree with him/her	**.643**	.415
RT6	My supervisor encourages open and honest debate at all time	**.667**	.496
SA4	My supervisor does not promise if he/she cannot deliver	**.570**	.241
IMP4	My supervisor treats all the employees fairly at work	**.716**	.321

Based on the analysis of authentic leadership literature, the two factors are classified as:

Factor 1 as **Trustworthy leader who I self-aware of his/her leadership skills and Purpose**

Factor 2 as **Leader who shares and asks Information**

Factor analysis on Job Satisfaction Factors

KMO and Bartlett's Test of Job Satisfaction components

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.759**
Bartlett's Test of Sphericity	Approx. Chi-Square	233.139
	Df	6
	Sig.	**.000**

By performing the Factor Analysis on the Job Satisfaction Factions, the KMO for Job satisfaction practices is 0.759 which is greater than 0.50 which is an indication that each variable is predicted. The Bartlett's Test of Sphericity is 0.000 which is less than 0.5 which indicates significance. As a result, we can proceed with the factor analysis on JS practices.

Table 10: Total Variance Explained of Job Satisfaction components

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.358	58.961	58.961	2.358	**58.961**	58.961
2	.644	16.098	75.059			
3	.588	14.698	89.757			
4	.410	10.243	100.000			

The above table show "Total Variance Explained" higher than 1 based on the latent root criterion, and it accounts **58.961**% of the total variance.

Table 11: Factor Analysis for Job Satisfaction Components

	Component
	Factor 1
DP1	.751
DP2	.831
DP3	.769
DP4	.715

Looking at the above table, there is one component that groups the job satisfaction dimensions together. “Feeling Excited to come to work”, “Feeling secure to provide suggestions and innovative ideas”, “Feeling empowered to make own decision”, “Feeling more self-aware”. Factor 1: **Overall Job Satisfaction**.

4.4 Stepwise Multiple Regression Analysis

Based on the factor analyses and Cronbach alpha results for each factor of Self-Awareness, Balanced Processing, Internalized Moral Perspective and Relational Transparency and since each of these factors was proven to be a single constituent of all corresponding questions in the survey, then a simple linear regression can be conducted as a super regression for each individual factor using the average of the questions for each if the relationship is positive or negative, and that is to be done before performing multiple stepwise regression on all the factors.

1.1 “Feeling Excited to come to work” regressed against “Self-Awareness”

1.1 Avona

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	139.118	1	139.118	73.949	.000[b]
	Residual	438.334	233	1.881		
	Total	577.452	234			

1.2 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.232	.360		6.208	.000
	SA	.585	.068	.491	8.599	.000

The Significance of the F statistics (73.949) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between

Self-Awareness and the dependent variable.

The model equation that describes this dependency is:

DP1 = 2.232 + 0.585 (SA)

where as shown in Table 1.2 above, the t-value for Self-Awareness (SA) is 8.599, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling Excited to come to work on the independent variable: Self-Awareness. Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling excited to come to work". Therefore, we accept the hypothesis that "Feeling excited to come to work is positively related to leader's self-awareness".

1.2 "Feeling Secure to provide suggestions and innovative ideas" regressed against "Self-Awareness"

1.3 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	143.245	1	143.245	131.306	.000[b]
	Residual	254.187	233	1.091		
	Total	397.432	234			

1.4 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.478	.274		9.051	.000
	SA	.593	.052	.600	11.459	.000

The Significance of the F statistics (131.306) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between Self-Awareness and the dependent variable.

The model equation that describes this dependency is:

DP2 = 2.478 + 0.593 (SA)

where as shown in Table 1.4 above, the t-value for Self-Awareness (SA) is 11.459, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling secure to provide suggestion and innovative ideas on the independent variable: Self-Awareness. Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling secure to provide suggestion and innovative ideas". Therefore, we accept the hypothesis that "Feeling secure to provide suggestion and innovative ideas is positively related to leader's self-awareness".

1.3 "Feeling empowered to make own decision" regressed against "Self-Awareness"

1.5 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	147.833	1	147.833	103.970	.000[b]
	Residual	331.299	233	1.422		
	Total	479.132	234			

1.6 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.496	.313		7.984	.000
	SA	.603	.059	.555	10.197	.000

The Significance of the F statistics (103.970) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between Self-Awareness and the dependent variable.

The model equation that describes this dependency is:

DP3 = 2.478 + 0.593 (SA)

where as shown in Table 1.6 above, the t-value for Self-Awareness (SA) is 10.197, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling empowered to make own decision on the independent

variable: Self-Awareness. Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling empowered to make own decision". Therefore, we accept the hypothesis that "Feeling empowered to make own decision is positively related to leader's self-awareness".

1.4 "Feeling more self-aware" regressed against "Self-Awareness"

1.7 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.332	1	32.332	37.986	.000[b]
	Residual	198.317	233	.851		
	Total	230.649	234			

1.8 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.354	.242		18.003	.000
	SA	.282	.046	.374	6.163	.000

The Significance of the F statistics (37.986) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between Self-Awareness and the dependent variable.

The model equation that describes this dependency is:

DP4 = 4.354 + 0.282 (SA)

where as shown in Table 1.8 above, the t-value for Self-Awareness (SA) is 6.163, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling more self-aware on the independent variable: Self-Awareness. Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling more self-aware". Therefore, we accept the hypothesis that "Feeling more self-aware is positively related to leader's self-awareness".

2.1 “Feeling excited to come to work” regressed against “Balanced Processing”

1.9 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	140.880	1	140.880	75.189	.000[b]
	Residual	436.571	233	1.874		
	Total	577.452	234			

2.0 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.065	.375		5.499	.000
	BP	.609	.070	.494	8.671	.000

The Significance of the F statistics (75.189) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the Balanced Processing and the dependent variable.

The model equation that describes this dependency is:

DP1 = 2.065 + 0.609 (BP)

where as shown in Table 2.0 above, the t-value for Balanced Processing (BP) is 8.671, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling excited to come to work on the independent variable: Balanced Processing (BP). Since the coefficient of this variable is positive, this indicates its positive impact on “Feeling excited to come to work”. Therefore, we accept the hypothesis that “Feeling excited to come to work is positively related to leader’s Balanced Processing”.

2.2 “Feeling secure to provide suggestion and innovative ideas” regressed against “Balanced Processing”

2.1 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	163.617	1	163.617	163.047	.000[b]
	Residual	233.815	233	1.003		
	Total	397.432	234			

2.2 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.109	.275		7.676	.000
	BP	.656	.051	.642	12.769	.000

The Significance of the F statistics (163.047) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the Balanced Processing and the dependent variable.

The model equation that describes this dependency is:

DP2 = 2.109 + 0.656 (BP)

where as shown in Table 2.2 above, the t-value for Balanced Processing (BP) is 12.769, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling secure to provide suggestions and innovative ideas on the independent variable: Balanced Processing (BP). Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling secure to provide suggestions and innovative ideas". Therefore, we accept the hypothesis that "Feeling secure to provide suggestions and innovative ideas is positively related to leader's Balanced Processing".

2.3 "Feeling empowered to make own decision" regressed against "Balanced Processing"

2.3 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	116.801	1	116.801	75.110	.000[b]
	Residual	362.331	233	1.555		
	Total	479.132	234			

2.4 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.704	.342		7.904	.000
	BP	.554	.064	.494	8.667	.000

The Significance of the F statistics (75.110) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the Balanced Processing and the dependent variable.

The model equation that describes this dependency is:

DP3 = 2.704 + 0.554 (BP)

where as shown in Table 2.4 above, the t-value for Balanced Processing (BP) is 8.667, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling empowered to make own decision on the independent variable: Balanced Processing (BP). Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling empowered to make own decision". Therefore, we accept the hypothesis that "Feeling empowered to make own decision is positively related to leader's Balanced Processing".

2.4 "Feeling more self-aware" regressed against "Balanced Processing"

2.5 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.497	1	21.497	23.948	.000[b]
	Residual	209.152	233	.898		
	Total	230.649	234			

2.6 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.563	.260		17.557	.000
	BP	.238	.049	.305	4.894	.000

The Significance of the F statistics (23.948) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the Balanced Processing and the dependent variable.

The model equation that describes this dependency is**:**

DP4 = 4.563 + 0.238 (BP)

where as shown in Table 2.6 above, the t-value for Balanced Processing (BP) is 4.894, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling more self-aware on the independent variable: Balanced Processing (BP). Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling more self-aware". Therefore, we accept the hypothesis that "Feeling more self-aware is positively related to leader's Balanced Processing".

3.1 "Feeling excited to come to work" regressed against "Internalized Moral Perspective"

2.7 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	163.305	1	163.305	91.876	.000[b]
	Residual	414.147	233	1.777		
	Total	577.452	234			

2.8 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.012	.347		5.805	.000
	IMP	.650	.068	.532	9.585	.000

The Significance of the F statistics (91.876) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the Internalized Moral Perspective and the dependent variable.

The model equation that describes this dependency is**:**

DP1 = 2.012 + 0.650 (IMP)

where as shown in Table 2.8 above, the t-value for Internalized Moral Perspective (IMP) is 9.585, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling excited to come to work on the independent variable: Internalized Moral Perspective (IMP). Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling excited to come to work". Therefore, we accept the hypothesis that "Feeling excited to come to work is positively related to leader's Internalized Moral Perspective".

3.2 "Feeling secure to provide suggestion and innovative ideas" regressed against "Internalized Moral Perspective"

2.9 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	144.848	1	144.848	133.617	.000[b]
	Residual	252.584	233	1.084		
	Total	397.432	234			

3.0 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.489	.271		9.197	.000
	IMP	.613	.053	.604	11.559	.000

The Significance of the F statistics (133.617) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the Balanced Processing and the dependent variable.

The model equation that describes this dependency is:

DP2 = 2.489 + 0.613 (IMP)

where as shown in Table 3.0 above, the t-value for Internalized Moral Perspective (IMP) is 11.559, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling secure to provide suggestion and innovative ideas on the independent variable: Internalized Moral Perspective (IMP). Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling secure to provide suggestion and innovative ideas". Therefore, we accept the hypothesis that "Feeling secure to provide suggestion and innovative ideas is positively related to leader's Internalized Moral Perspective".

3.3 "Feeling empowered to make own decision" regressed against "Internalized Moral Perspective"

3.1 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	131.684	1	131.684	88.308	.000[b]
	Residual	347.448	233	1.491		
	Total	479.132	234			

3.2 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.696	.317		8.493	.000
	IMP	.584	.062	.524	9.397	.000

The Significance of the F statistics (88.308) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the Internalized Moral Perspective and the dependent variable.

The model equation that describes this dependency is:

DP3 = 2.696 + 0.584 (IMP)

where as shown in Table 3.2 above, the t-value for Internalized Moral Perspective (IMP) is 9.397, which is as known is the square root for the ANOVA F value since this is a simple linear

regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling empowered to make own decision on the independent variable: Internalized Moral Perspective (IMP). Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling empowered to make own decision". Therefore, we accept the hypothesis that "Feeling empowered to make own decision is positively related to leader's Internalized Moral Perspective".

3.4 "Feeling more self-aware" regressed against "Internalized Moral Perspective"

3.3 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40.681	1	40.681	49.896	.000[b]
	Residual	189.968	233	.815		
	Total	230.649	234			

3.4 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.193	.235		17.866	.000
	IMP	.325	.046	.420	7.064	.000

The Significance of the F statistics (49.896) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the Internalized Moral Perspective and the dependent variable.

The model equation that describes this dependency is:

DP4 = 4.193 + 0.325 (IMP)

where as shown in Table 3.4 above, the t-value for Internalized Moral Perspective (IMP) is7.064, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling more self-aware on the independent variable: Internalized Moral Perspective (IMP). Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling more self-aware". Therefore, we accept the

hypothesis that "Feeling more self-aware is positively related to leader's Internalized Moral Perspective".

4.1 "Feeling excited to come to work" regressed against "Relational Transparency"

3.5 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	173.692	1	173.692	100.233	.000[b]
	Residual	403.760	233	1.733		
	Total	577.452	234			

3.6 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.585	.374		4.239	.000
	RT	.717	.072	.548	10.012	.000

The Significance of the F statistics (100.233) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the Relational Transparency and the dependent variable.

The model equation that describes this dependency is:

DP1 = 1.585 + 0.717 (RT)

where as shown in Table 3.6 above, the t-value for Relational Transparency (RT) is 10.012, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling excited to come to work on the independent variable: Relational Transparency (RT). Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling excited to come to work". Therefore, we accept the hypothesis that "Feeling excited to come to work is positively related to leader's Relational Transparency".

3.2 "Feeling secure to provide suggestion and innovative ideas" regressed against "Relational Transparency"

3.7 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	186.890	1	186.890	206.824	.000[b]
	Residual	210.542	233	.904		
	Total	397.432	234			

3.8 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.739	.270		6.441	.000
	RT	.744	.052	.686	14.381	.000

The Significance of the F statistics (206.824) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the Relational Transparency and the dependent variable.

The model equation that describes this dependency is:

DP2 = 1.739 + 0.744(RT)

where as shown in Table 3.8 above, the t-value for Relational Transparency (RT) is 14.381, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling secure to provide suggestion and innovative ideas on the independent variable: Relational Transparency (RT). Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling secure to provide suggestion and innovative ideas". Therefore, we accept the hypothesis that "Feeling secure to provide suggestion and innovative ideas is positively related to leader's Relational Transparency".

4.3 "Feeling empowered to make own decision" regressed against "Relational Transparency"

3.9 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	136.800	1	136.800	93.109	.000[b]
	Residual	342.332	233	1.469		
	Total	479.132	234			

4.0 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.350	.344		6.829	.000
	RT	.637	.066	.534	9.649	.000

The Significance of the F statistics (93.109) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the Relational Transparency and the dependent variable.

The model equation that describes this dependency is:

DP3 = 2.350 + 0.637 (RT)

where as shown in Table 4.0 above, the t-value for Relational Transparency (RT) is 9.649, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling empowered to make own decision on the independent variable: Relational Transparency (RT). Since the coefficient of this variable is positive, this indicates its positive impact on "Feeling empowered to make own decision". Therefore, we accept the hypothesis that "Feeling empowered to make own decision is positively related to leader's Relational Transparency".

4.4 “Feeling more self-aware” regressed against “Relational Transparency”

4.1 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.417	1	30.417	35.395	.000[b]
	Residual	200.232	233	.859		
	Total	230.649	234			

4.2 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.274	.263		16.234	.000
	RT	.300	.050	.363	5.949	.000

The Significance of the F statistics (35.395) is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the Relational Transparency and the dependent variable.

The model equation that describes this dependency is:

DP4 = 4.274 + 0.3 (RT)

where as shown in Table 4.0 above, the t-value for Relational Transparency (RT) is 5.949, which is as known is the square root for the ANOVA F value since this is a simple linear regression, and its significance is lower than 0.05. This indicates that there is a significant dependency relationship of the Dependent Variable: Feeling more self-aware on the independent variable: Relational Transparency (RT). Since the coefficient of this variable is positive, this indicates its positive impact on “Feeling more self-aware”. Therefore, we accept the hypothesis that “Feeling more self-aware is positively related to leader’s Relational Transparency”.

In order to understand the correlation between different dependent and independent variables stepwise multiple regression analysis is further used.

Multiple regression analysis with stepwise method will be used because of the large number of independent variables in order to find the best set of predictors that are most effective in predicting the dependent variable. Stepwise is the method of selecting variables for inclusion in the regression model that starts by selecting the best predictor of the dependent variable. The independent variable with the greatest contribution to the regression model is added first. Additional independent variables are selected in terms of the incremental explanatory power they can add to the regression model. The independent variables will be added as long as their partial correlation coefficients are statistically significant. Independent variables may also be dropped if their predictive power drops to a non-significant level when another independent variable is added to the model.

Variables are added to the regression equation one at a time, using the statistical criterion of maximizing the R-squared of the included variables. When none of the possible addition can make a statistically significant improvement in R-squared, the analysis stops.

Before performing the regression analyses, we test the assumption of Normality of Error Term Distribution. The Histogram of standardized residuals allows visual check for a distribution approximating normal distribution and the Normal P-P Plot of Regression Standardized Residual compares the observed standardized residuals against expected standardized residuals from a normal distribution. For a normal distribution, the residual line closely follows the straight diagonal line of normal distribution.

The ANOVA table shows the goodness of fit of the model, that is, how significantly the regression model predicts the output variable.

The coefficient of the independent variables shows how much the dependent variable changes when the independent variable changes by one unit; positive coefficient indicates positive

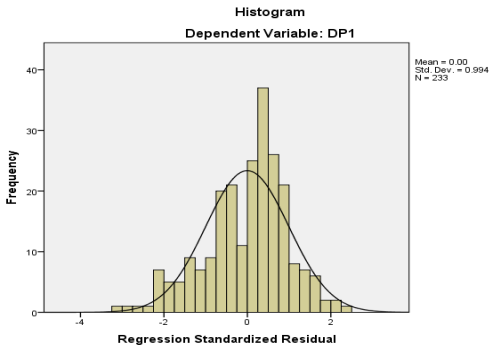
relationship between dependent and independent variable, while negative coefficient indicates negative relationship between the variables.

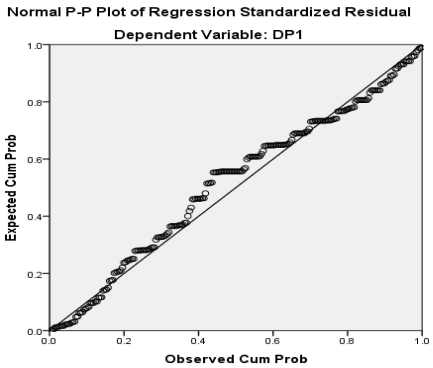
Since job satisfaction in this study consists of four components: “Feeling excited to come to work”, “Feeling secure to provide suggestions and innovative ideas”, “Felling empowered to make own decision”, “Feeling more self-aware”, the regression analysis, Independent T-test and the ANOVA test will be performed on each of the component in order to better understand the impact of the independent variables on each factor.

1. Regression Analysis of independent variables against “Feeling Excited to come to work”.

1.1“Feeling Excited to come to work” regressed against “Self-Awareness” factors.

We look at the assumption of normality using the “Histogram” and “Normal P-Plot graph”





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the 45 degree slope line. That justify the normality assumption for the dependent variable which is a requirement for the regression analysis to be appropriate.
In the following, we represent the regression results.

Table 12: Variables Entered/Removed for SA components regressed against DP1

Model	Variables Entered	Variables Removed	Method
1	**SA2 "**My supervisor is a role-model of knowing his strengths and weaknesses"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**SA4** "My supervisor does not promise if he/she cannot deliver"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 13: Model Summary of regression analysis of SA components against DP1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446[a]	.199	.196	1.4087631
2	.477[b]	.227	.220	1.3870108

In the table above, the regression model 2 includes the best subset of independent variables (**SA2** "My supervisor is a role-model of knowing his strengths and weaknesses" and **SA4** "My supervisor does not promise if he/she cannot deliver") explaining 22.7% of the total variance in "feeling excited to come to work", since its R-Squared is 0.227. The R-Squared is considered low but we will continue with the analysis as our purpose is rather testing the dependency of "Feeling excited to come to work" on self-awareness trait and not to use the model for predictions.

Table 14: ANOVA for model 2 for regression analysis of SA variables against DP1

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	129.504	2	64.752	33.658	.000[c]
	Residual	440.550	229	1.924		
	Total	570.054	231			

The Significance of the F statistics (33.658) for the regression model 2 is 0.000 which is less than 0.05; hence we conclude that there is a strong evidence that there is a statistically significant relationship between the selected variables by stepwise of Self-Awareness and the dependent variable.

Table 15: Coefficients of Model 2 for regression of SA components against DP1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	2.740	.338		8.100	.000
	SA2	.327	.056	.373	5.877	.000
	SA4	.183	.064	.183	2.876	.004

DP1: Feeling Excited to come to work.

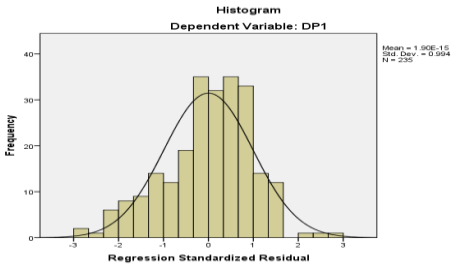
SA2: My supervisor is a role-model of knowing his strengths and weaknesses

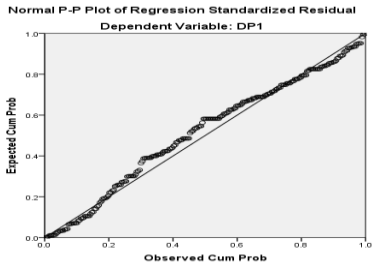
SA4: My supervisor does not promise if he/she cannot deliver

DP1 = 2.740 + 0.327 (SA2) + 0.183 (SA4)

According to the table above, since the significance of the t-value is lower than 0.05, it indicates that there is positive dependency relationship of the Dependent Variable: Feeling Excited to come to work on **SA2** "My supervisor is a role-model of knowing his strengths and weaknesses" and **SA4** "My supervisor does not promise if he/she cannot deliver". Since the coefficients of these variables are positive, this indicates their positive impact on "Feeling excited to come to work". We can hence conclude that the higher the perception of employees that their leaders are role-models of knowing their strengths and weaknesses and do not promise if they cannot deliver, the more they will be feeling excited to come to work.

1.2 "Feeling Excited to come to work" regressed against "Balanced Processing" factors.





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

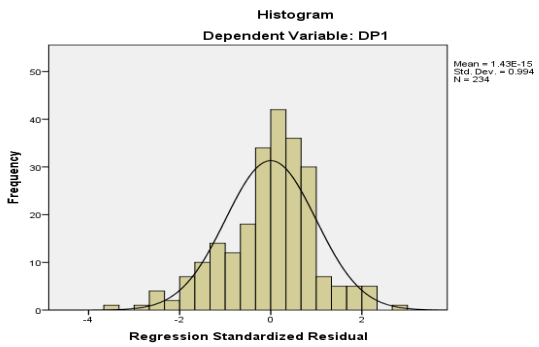
Three Variable were entered: **BP3** "My supervisor listens closely to the ideas of those who disagree with him/her", **BP2** "My supervisor objectively analyzes data before making decision",

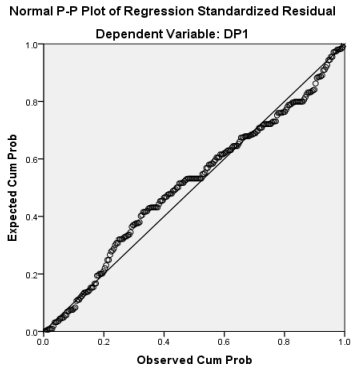
BP1 "My supervisor asks feedback from us when making a decision". These independent variables explain 24.6% of the total variance in "feeling excited to come to work" (see Table 16 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Balanced Processing and the dependent variable (see Table 17 in the List of Tables).

DP1 = 2.069 + 0.158 (BP1) + 0.208 (BP2) + 0.241 (BP3).

Since the coefficients of these variables are positive, this indicates their positive impact on "Feeling excited to come to work".

1.3 "Feeling excited to come to work" regressed against "Internalized Moral Perspective" factors





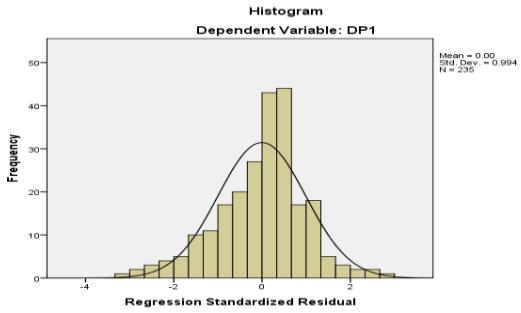
The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

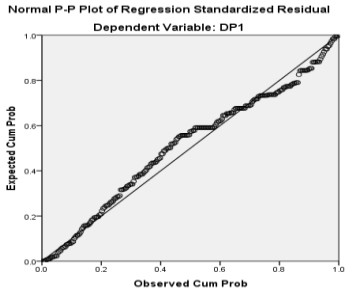
Three Variable were entered: **IMP4** "My supervisor treats all the employees fairly", **IMP3** "My supervisor allows other people to know where he/she stands on controversial issues, **IMP1 "**My supervisor does not allow group pressure to control him/her"**.** These independent variables explain 30.7% of the total variance in "feeling excited to come to work" (see Table 20 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Balanced Processing and the dependent variable (see Table 21 in the List of Tables).

DP1 = 2.201 + 0.123 (IMP1) + 0.160 (IMP3) + 0.332 (IMP4)

Since the coefficients of these variables are positive, it indicates their positive impact on "Feeling excited to come to work".

1.4 "Feeling excited to come to work" regressed against "Relational Transparency" factors





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

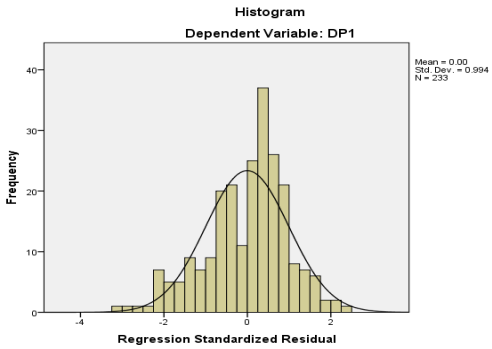
Three Variable were entered: **RT3** "My supervisor shares organizational information with us" and **RT5** "I find my supervisor to be credible and trustworthy" and **RT6** "My supervisor encourages open and honest debate at all times". These independent variables explain 34.7% of the total variance in "feeling excited to come to work" (see Table 24 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Relational Transparency and the dependent variable. (see Table 25 in the List of Tables).

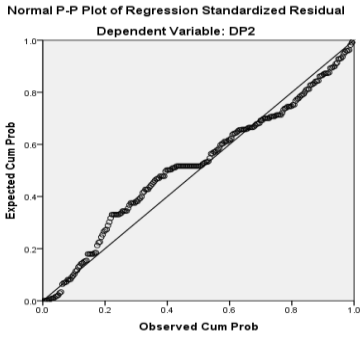
DP1 = 1.457 + 0.224 (RT3) + 0.274 (RT5) + 0.211 (RT6)

Since the coefficients of these variables are positive, this indicates their positive impact on "Feeling excited to come to work".

2. Regression Analysis of independent variables against "Feeling Secure to provide suggestions and innovative ideas".

2.1"Feeling Secure to provide suggestions and innovative ideas" regressed against "Self-Awareness" factors.





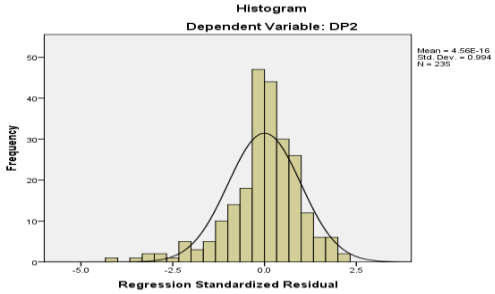
The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

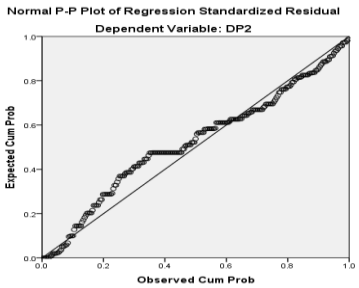
Three Variable were entered: **SA1** "My supervisor understands his/her purpose of leadership in the organization" and **SA3** "My supervisor is comfortable in expressing his feelings" and **SA4** "My supervisor does not promise if he/she cannot deliver". These independent variables explain 37.9% of the total variance in "Feeling Secure to provide suggestions and innovative ideas" (see Table 28 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Self-Awareness and the dependent variable. (see Table 29 in the List of Tables).

DP2 = 2.344 + 0.336 (SA1) + 0.124 (SA3) + 0.141 (SA4)

Since the coefficients of these variables are positive, it indicates their positive impact on "Feeling secure to provide suggestions and innovative ideas".

2.2 "Feeling Secure to provide suggestions and innovative ideas" regressed against balanced processing factors"





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

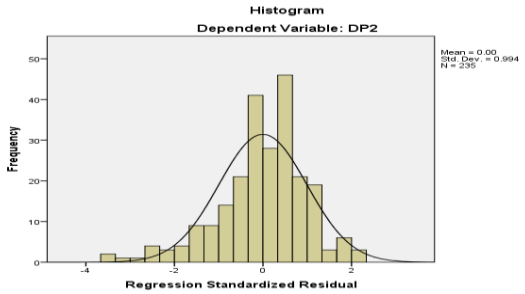
Three Variable were entered: **BP1** "My supervisor asks feedback from us when making a decision" and **BP2** "My supervisor objectively analyzes data before making decision" and **BP3** "My supervisor listens closely to the ideas of those who disagree with him/her". These independent variables explain 41.7% of the total variance in "Feeling Secure to provide suggestions and innovative ideas" (see Table 32 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Balanced Processing and the dependent variable. (see Table 33 in the List of Tables).

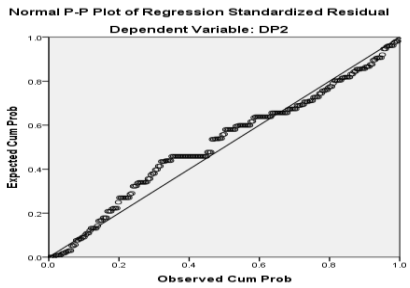
DP2 = 2.128 + 0.272 (BP1) + 0.228 (BP2) + 0.156 (BP3)

Since the coefficients of these variables are positive, it indicates their positive impact on "Feeling secure to provide suggestions and innovative ideas".

2.3 "Feeling secure to provide suggestions and innovative ideas" regressed against "Internalized Moral Perspective" factors

We look at the assumption of normality using the "Histogram" and "Normal P-Plot graph"





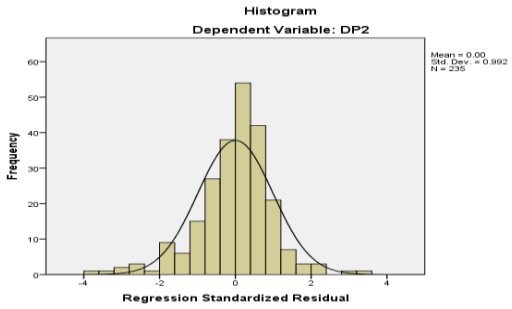
The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

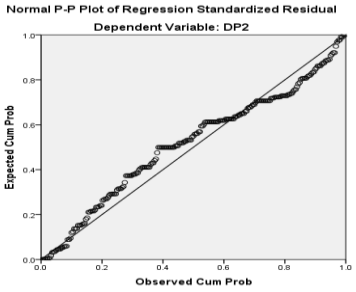
Three Variable were entered: **IMP2** "My supervisor shows consistency between his/her beliefs and actions/decisions" and **IMP4** "My supervisor treats all the employees fairly". These independent variables explain 43.2% of the total variance in "Feeling Secure to provide suggestions and innovative ideas" (see Table 36 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Internalized Moral Perspective the dependent variable. (see Table 37 in the List of Tables).

DP2 = 2.815 + 0.351 (IMP2) + 0.197 (IMP4)

Since the coefficients of these variables are positive, it indicates their positive impact on "Feeling secure to provide suggestions and innovative ideas".

2.4 "Feeling secure to provide suggestions and innovative ideas" regressed against "Relational Transparency" factors





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

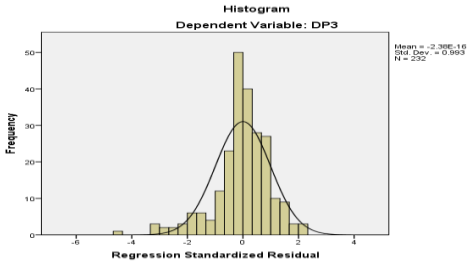
Three Variable were entered **RT3** "My supervisor shares organizational information with us" and **RT5** "I find my supervisor to be credible and trustworthy" and **RT6** "My supervisor encourages open and honest debate at all times". These independent variables explain 51.4% of the total variance in "Feeling Secure to provide suggestions and innovative ideas" (see Table 40 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Relational Transparency and the dependent variable. (see Table 41 in the List of Tables).

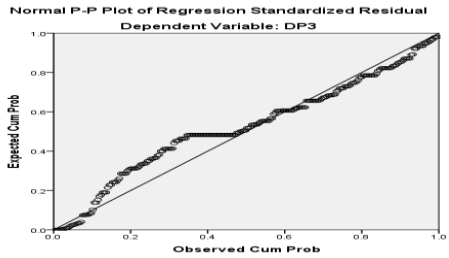
DP2= 1.591 + 0.295 (RT3) + 0.160 (RT5) + 0.279 (RT6)

Since the coefficients of these variables are positive, it indicates their positive impact on "Feeling secure to provide suggestions and innovative ideas".

3. <u>Regression Analysis of independent variables against "Feeling empowered to make own decision".</u>

3.1 "Feeling empowered to make own decision" regressed against "Self-Awareness" factors.





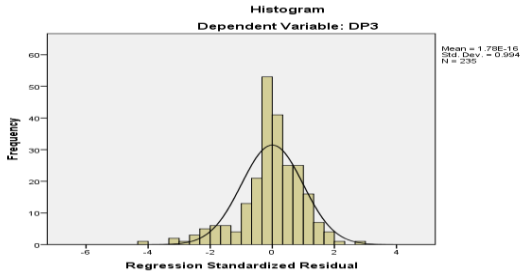
The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

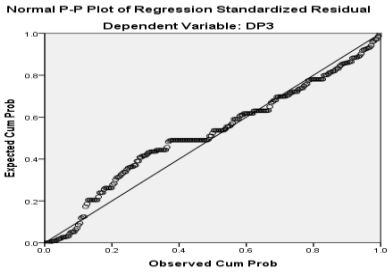
Three Variable were entered **SA1** "My supervisor understands his/her purpose of leadership in the organization" and **SA3** "My supervisor is comfortable in expressing his feelings" and **SA4** "My supervisor does not promise if he/she cannot deliver". These independent variables explain 31 % of the total variance in "Feeling empowered to make own decision" (see Table 44 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Self-Awareness and the dependent variable. (see Table 45 in the List of Tables).

DP3 = 2.309+ 0.251 (SA1) + 0.214(SA3) + 0.159 (SA4)

Since the coefficients of these variables are positive, it indicates their positive impact on "Feeling empowered to make own decision".

3.2 "Feeling empowered to make own decision" regressed against "Balanced Processing" factors"





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

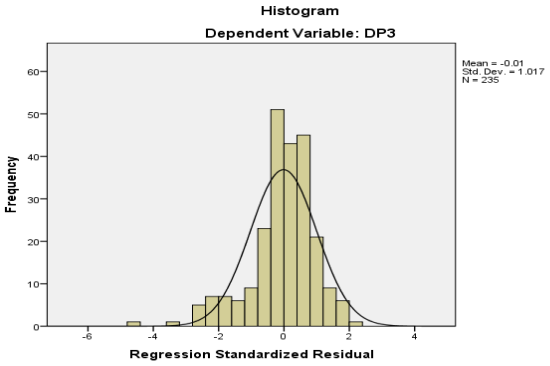
Three Variable were entered **BP1** "My supervisor asks feedback from us when making a decision" and **BP2** "My supervisor objectively analyzes data before making decision" and **BP3** "My supervisor listens closely to the ideas of those who disagree with him/her". These independent variables explain 24.7 % of the total variance in "Feeling empowered to make own

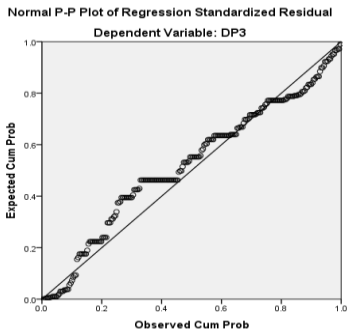
decision" (see Table 48 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Balanced Processing and the dependent variable. (see Table 49 in the List of Tables).

DP3 = 2.715 + 0.147 (BP1) + 0.171 (BP2) + 0.235 (BP3)

Since the coefficient of these variables are positive, it indicates their positive impact on "Feeling empowered to make own decision".

3.3 "Feeling empowered to make own decision" regressed against "Internalized Moral Perspective" factors





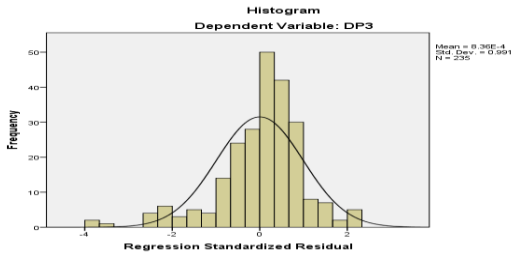
The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

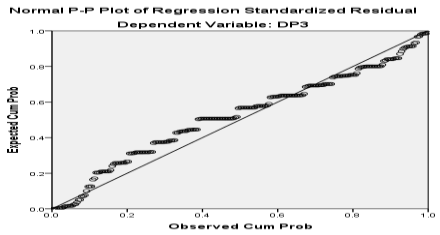
Two Variable were entered **BP1** "My supervisor asks feedback from us when making a decision" and **BP2** "My supervisor objectively analyzes data before making decision" and **BP3** "My supervisor listens closely to the ideas of those who disagree with him/her". These independent variables explain 28.3 % of the total variance in "Feeling empowered to make own decision" (see Table 52 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Internalized Moral Perspective and the dependent variable. (see Table 53 in the List of Tables).

DP3 = 3.261 + 0.269 (IMP2) + 0.206 (IMP4)

Since the coefficient of these variables are positive, it indicates their positive impact on "Feeling empowered to make own decision".

3.4 "Feeling empowered to make own decision" regressed against "Relational Transparency" factors





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

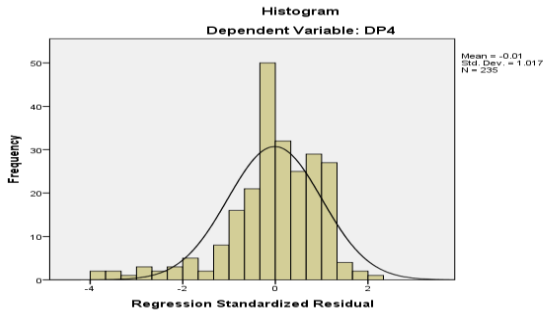
Three Variable were entered **RT3** "My supervisor shares organizational information with us" and **RT5** "I find my supervisor to be credible and trustworthy" and **RT6** "My supervisor encourages open and honest debate at all times". These independent variables explain 29.3 % of the total variance in "Feeling empowered to make own decision" (see Table 56 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Relational Transparency and the dependent variable. (see Table 57 in the List of Tables).

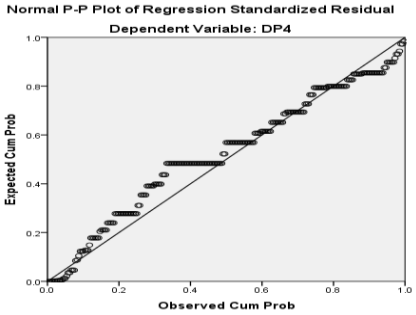
DP3 = 2.394 + 0.188 (RT3) + 0.193 (RT5) + 0.217 (RT6)

Since the coefficients of these variables are positive, it indicates their positive impact on "Feeling empowered to make own decision".

4. <u>Regression Analysis of independent variables against "Feeling more self-aware"</u>

4.1 "Feeling more self-aware" regressed against "Self-Awareness" factors





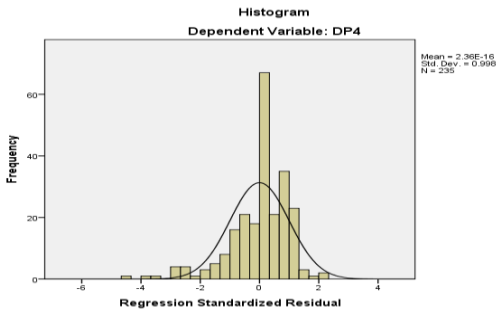
The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

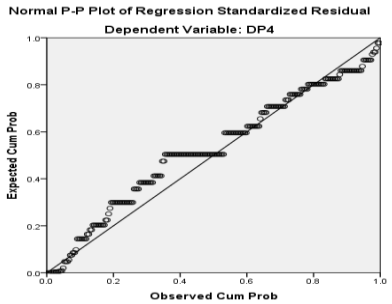
The variable **SA2** "My supervisor is a role-model of knowing his strengths and weaknesses" was entered explaining 13% of the total variance in "feeling more self-aware" (see Table 60 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Self-Awareness and the dependent variable. (see Table 61 in the List of Tables).

DP4 = 4.860 + (0.196) SA2

Since the coefficient of this variable are positive, it indicates its positive impact on "Feeling more self-aware".

4.2 "Feeling more self-aware" regressed against "Balanced Processing" factors





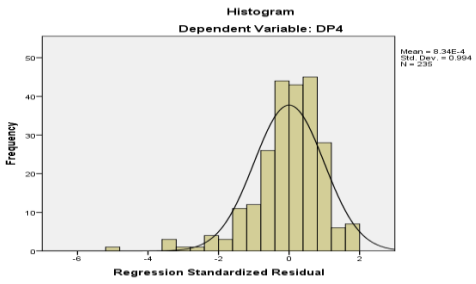
The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

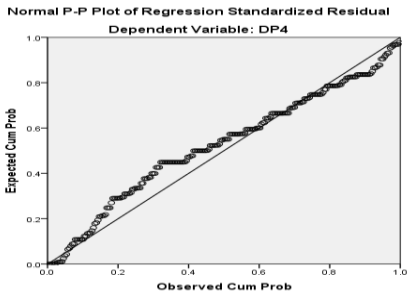
The variable **BP3** "My supervisor listens closely to the ideas of those who disagree with him/her") was entered explaining 12.1% of the total variance in "feeling more self-aware" (see Table 64 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Balanced Processing and the dependent variable. (see Table 65 in the List of Tables).

DP4 = 4.696 + 0.216 (BP3)

Since the coefficients of this variable is positive, it indicates its positive impact on "Feeling more self-aware".

4.3 “Feeling more self-aware” regressed against “Internalized Moral Perspective” factors





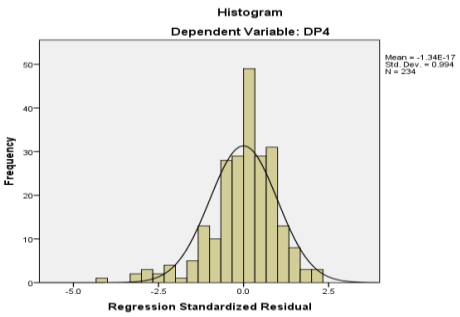
The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

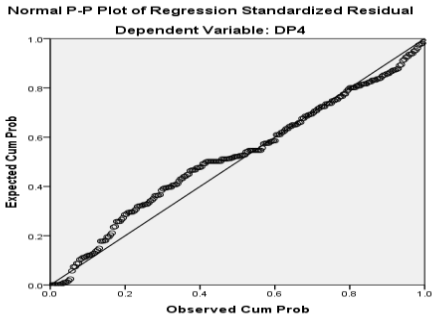
The two variable The variable **BP3** “My supervisor listens closely to the ideas of those who disagree with him/her” were entered explaining 18.1% of the total variance in “feeling more self-aware” (see Table 68 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Internalized Moral Perspective and the dependent variable. (see Table 69 in the List of Tables).

DP4 = 4.421 + 0.115 (IMP1) + 0.167 (IMP4)

Since the coefficients of these variables are positive, it indicates their positive impact on “Feeling more self-aware”.

4.4 “Feeling more self-aware” regressed against “Relational Transparency” factors





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

The three variables **RT2** "My supervisor admits his/her mistakes" and **RT4** "My supervisor shares personal information with us" and **RT6** "My supervisor encourages open and honest debate at all times") explaining 22.4% of the total variance in "feeling more self-aware" (see Table 72 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Relational Transparency and the dependent variable. (seeTable 73 in the List of Tables).

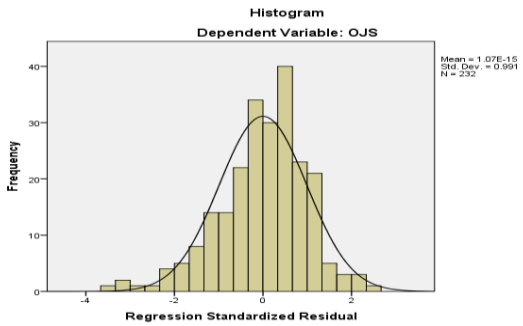
DP4 = 4.445 + 0.1 (RT2) -0.078 (RT4) + 0.237 (RT6)

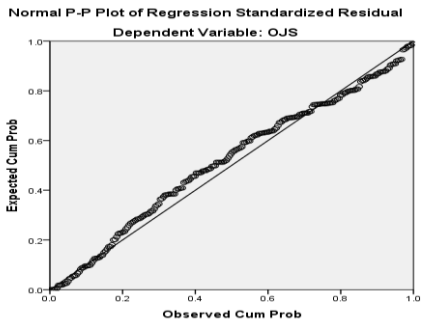
Since the coefficients of **RT2 and RT6** are positive, it indicates their positive impact on "Feeling empowered to make own decision". On the other hand, since the coefficients of **RT4** is negative, this indicates its negative impact on "Feeling more self-aware".

Since the factor analysis proved that there is one component that groups the job satisfaction dimensions "Feeling Excited to come to work", "Feeling secure to provide suggestions and innovative ideas", "Feeling empowered to make own decision", "Feeling more self-aware" together and this factor was overall job satisfaction, multiple regression analysis was performed on Overall Job Satisfaction.

5. Regression Analysis of independent variables against "Overall Job Satisfaction"

5.1 "Overall Job Satisfaction" regressed against "Self-Awareness" factors





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

The four variables **SA1** "My supervisor understands his/her purpose of leadership in the organization", **SA3** "My supervisor is comfortable in expressing his feelings", **SA4** "My supervisor does not promise if he/she cannot deliver", **SA2** "My supervisor is a role-model of knowing his strengths and weaknesses" explaining 42.4 % of the total variance in "Overall Job Satisfaction" (see Table 76 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Self-Awareness and the dependent variable. (see Table 77 in the List of Tables).

Coefficientsa

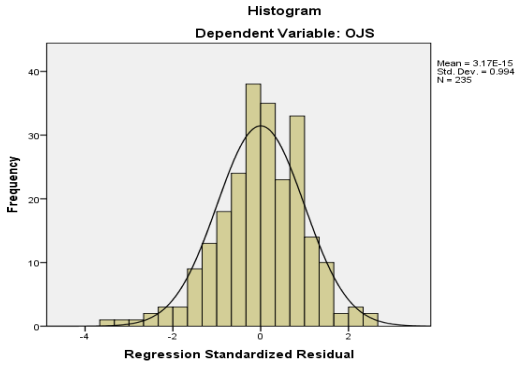
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
4	(Constant)	2.907	.218		13.323	.000
	SA1	.158	.052	.258	3.066	.002
	SA3	.111	.040	.166	2.740	.007
	SA4	.121	.038	.186	3.212	.002
	SA2	.121	.049	.213	2.497	.013

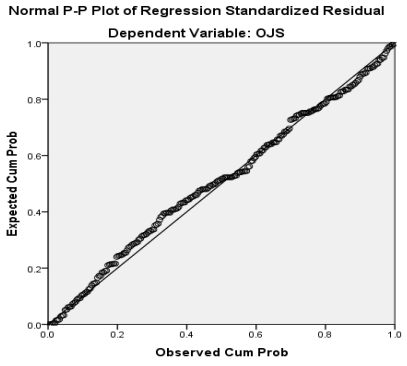
a. Dependent Variable: OJS

OJS = 2.907 + 0.158 (SA1) + 0.121 (SA2) + 0.111 (SA3) + 0.121 (SA4)

Since the coefficient of this variable are positive, it indicates its positive impact on "Overall Job Satisfaction".

5.2 "Overall Job Satisfaction" regressed against "Balanced Processing" factors





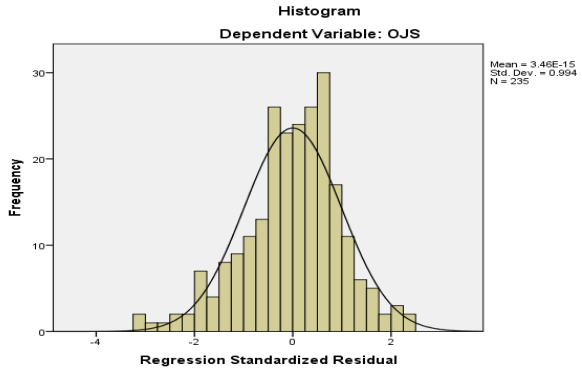
The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

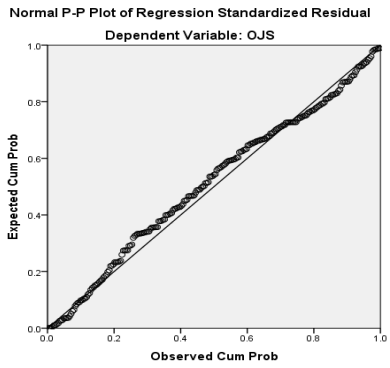
The three **BP3** “My supervisor listens closely to the ideas of those who disagree with him/her”, **BP1** “My supervisor asks feedback from us when making a decision”, **BP2** “My supervisor objectively analyzes data before making decision” explaining 41.8% of the total variance in “Overall Job Satisfaction” (see Table 80 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Balanced Processing and the dependent variable. (see Table 81 in the List of Tables).

OJS = 2.881 + 0.156 (BP1) + 0.129 (BP2) + 0.228 (BP3)

Since the coefficients of this variable is positive, it indicates its positive impact on “Overall Job Satisfaction”.

5.3 “Overall Job Satisfaction” regressed against “Internalized Moral Perspective” factors





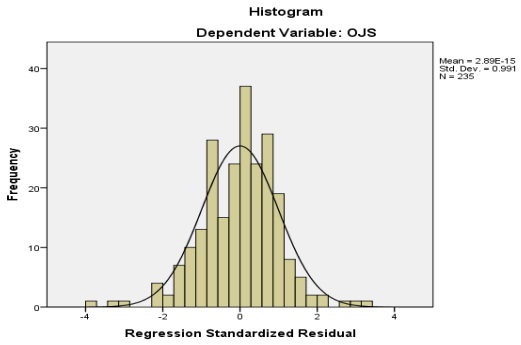
The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

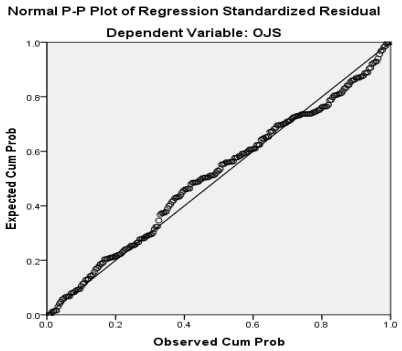
The three variables **IMP2** “My supervisor shows consistency between his/her beliefs and actions/decisions”, **IMP3** “My supervisor allows other people to know where he/she stands on controversial issues” and **IMP4** “My supervisor treats all the employees fairly” explaining 49.8% of the total variance in “Overall Job Satisfaction” (see Table 84 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Internalized Moral Perspective and the dependent variable. (see Table 85 in the List of Tables).

OJS = 3.069 + 0.209 (IMP2) + 0.093 (IMP3) + 0.167 (IMP4)

Since the coefficients of these variables are positive, it indicates their positive impact on "Overall Job Satisfaction".

5.4 "Feeling more self-aware" regressed against "Relational Transparency" factors





The histogram shows a bell-shaped curve and the normal plot of the residuals shows that the points are close to the dialogue line.

The four variables **RT6** "My supervisor encourages open and honest debate at all times", **RT3** "My supervisor shares organizational information with us", **RT5** "I find my supervisor to be credible and trustworthy" and **RT2** "explaining 56% of the total variance in "Overall Job Satisfaction" (see Table 88 in the List of Tables). The study further showed significant relationship between the selected variables by stepwise of Relational Transparency and the dependent variable. (see Table 89 in the List of Tables).

OJS = 2.463 + 0.071 (RT2) + 0.167 (RT3) + 0.127 (RT5) + 0.221 (RT6)

Since the coefficients of these variables are positive, it indicates their positive impact on "Overall Job Satisfaction".

<u>The summary of the results for Multiple Regression Analysis</u>

This tables below summarizes all the multiple regression analysis we performed in the previous section. It includes the $\mathbf{R^2}$ obtained when regressing each construct in Job Satisfaction **"Feeling excited to come to work", "Feeling secure to provide suggestions and innovative ideas", "Feeling empowered to make own decision", "Feel more self-aware" as well as "Overall Job Satisfaction**" with each Authentic Leadership component: **"Self-Awareness", "Balanced Processing", "Internalized Moral Perspective", "Relational Transparency".** This table also specifies whether the relationship is a positive or negative one.

Self-Awareness	R^2	Relationship
Feeling excited to come to work		
Role-model of knowing his strengths and weaknesses	**22.7**	+
Does not promise if he/she cannot deliver		+
Feeling secure to provide suggestions and innovative ideas		
Understands his/her purpose of leadership in the organization	**39.7**	+
Does not promise if he/she cannot deliver		+
Comfortable in expressing his.her feelings		+
Feeling empowered to make own decision		
Understands his/her purpose of leadership in the organization	**31**	+
Does not promise if he/she cannot deliver		+
Comfortable in expressing his.her feelings		+
Feel more self-aware		
Role-model of knowing his strengths and weaknesses	**13**	+
Overall Job Satisfaction		
Understands his/her purpose of leadership in the organization	**41.8**	+
Does not promise if he/she cannot deliver		+
Comfortable in expressing his.her feelings		+
Role-model of knowing his strengths and weaknesses		+

Balanced Processing	R^2	Relationship
Feeling excited to come to work		
Listens closely to the ideas of those who disagree with him/her	**24.6**	+
Asks feedback from followers when making a decision		+
Objectively analyzes data before making decision		+
Feeling secure to provide suggestions and innovative ideas		
Listens closely to the ideas of those who disagree with him/her	**41.7**	+
Asks feedback from followers when making a decision		+
Objectively analyzes data before making decision		+
Feeling empowered to make own decision		
Listens closely to the ideas of those who disagree with him/her	**24.7**	+
Asks feedback from followers when making a decision		+
Objectively analyzes data before making decision		+
Feel more self-aware		
Listens closely to the ideas of those who disagree with him/her	**12.1**	+
Overall Job Satisfaction		
Listens closely to the ideas of those who disagree with him/her	**41.8**	+
Asks feedback from followers when making a decision		+
Objectively analyzes data before making decision		+

Internalized Moral Perscpective	R^2	Relationship
Feeling excited to come to work		
Treats all the employees fairly	**30.7**	+
Allows other people to know where he/she stands on controversial issues		+
Does not allow group pressure to control him/her		+
Feeling secure to provide suggestions and innovative ideas		
Treats all the employees fairly	**43.2**	+
Shows consistency between his/her beliefs and actions/decisions		+
Feeling empowered to make own decision		
Treats all the employees fairly	**28.3**	+
Shows consistency between his/her beliefs and actions/decisions		+
Feel more self-aware		
Treats all the employees fairly	**18.1**	+
Does not allow group pressure to control him/her		+
Overall Job Satisfaction		
Treats all the employees fairly	**49.8**	+
Allows other people to know where he/she stands on controversial issues		+
Shows consistency between his/her beliefs and actions/decisions		+

Relational Transparency	R^2	Relationship
Feeling excited to come to work		
Considered credible and trustworthy	**34.7**	+
Shares organizational information		+
Encourages open and honest debate at all time		+
Feeling secure to provide suggestions and innovative ideas		
Considered credible and trustworthy	**51.4**	+
Shares organizational information		+
Encourages open and honest debate at all time		+
Feeling empowered to make own decision		
Considered credible and trustworthy	**29.3**	+
Shares organizational information		+
Encourages open and honest debate at all time		+
Feel more self-aware		
Admits his/her mistakes	**22.4**	+
Shares personal information		-
Encourages open and honest debate at all time		+
Overall Job Satisfaction		
Admits his/her mistakes	**56**	+

Shares organization information		+
Considered credible and trustworthy		+

In chapter five, these findings will be explained in details.

4.5 Independent T-test and ANOVA analysis

In order to examine the relationship between the factors of job satisfaction and other possibly impactful variables such as type of employee organization, gender, career level and supervisor gender, we have performed an Independent T-test and ANOVA analysis. We explored whether and how each aspect of job satisfaction varied among these variables.

1. **Test of dependency of "Feeling excited to come to work" on "Type of Organization"**

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP1	Equal variances assumed	4.928	.027	3.859	233	.000	.8016661	.2077463	.3923649	1.2109674
	Equal variances not assumed			3.992	189.377	.000	.8016661	.2007961	.4055819	1.1977504

As per the above table and based on Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: the significance value of Levene's Test for Equality of Variances is .027 which is less than 0.05, which does not justify the validity of the assumption of equal variance; however, for the other case that equal variances are not equal, since the T-test of equality is 0.000, which is less than 0.05, then we reject the hypothesis that independent variables are equal, meaning that the perception of "feeling excited to come to work" is different between employees working in Not-For-Profit and those in For-Profit Organizations.

Table 92: Group Statistics- Means of DP1 for type of organization

	What type of organization do you work in?	N	Mean	Std. Deviation	Std. Error Mean
DP1	Not-For-Profit	84	5.742063	1.4088563	.1537188
	For-Profit	151	4.940397	1.5874910	.1291882

According to the table that provides the mean for each variable, if we look at the means provided above, we can see that employees in Not-For-Profit organizations are more excited to come to work than For-Profit Organizations

2. **Test of dependency of "Feeling more secure to provide suggestions and innovative ideas" on "Type of Organization"**

Since the Levene's Test for Equality of Variances is .133 which is greater than 0.05 and the T-test of equality is 0.016, which is less than 0.05, we reject the hypothesis that independent variables are equal, meaning that the perception of "Feeling more secure to provide suggestions and innovative ideas" is different between employees working in Not-For-Profit and those in For-Profit Organizations. (Table 94 in appendix)

According to the means for each variable, if we look at the means provided in table 93, we can see that employees in Not-For-Profit organizations feel more secure to provide suggestions and innovative ideas than For-Profit Organizations

3. **Test of dependency of "Feeling empowered to make own decision" on "Type of Organization"**

Since the Levene's Test for Equality of Variances is .108 which is greater than 0.05 and the T-test of equality is 0.77, which is greater than 0.05, we don't reject the hypothesis that

independent variables are equal, meaning that the perception of "Feeling excited to make own decision" is not different between employees working in Not-For-Profit and those working in For-Profit Organizations. (Table 95 in appendix).

4. **Test of dependency of "Feeling more self-aware" on "Type of Organization"**

Based on Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: the significance value of Levene's Test for Equality of Variances is .066 which is more than 0.05, which justify the validity of the assumption of equal variance, and since the T-test of equality is 0.002, which is less than 0.05, then we reject the hypothesis that independent variables are equal, meaning that the perception of "Feeling more self-aware" is different between employees working in Not-For-Profit and those in For-Profit Organizations(see Table 97 in the List of Tables). If we look at the means provided, we can see that employees in Not-For-Profit organizations are more excited to come to work than For-Profit Organizations (see Table 98 in the List of Tables).

5. **Test of dependency of "Overall Job Satisfaction" on "Type of Organization"**

Based on Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: the significance value of Levene's Test for Equality of Variances is .006 which is less than 0.05, which justify the validity of the assumption of equal variance, and since the T-test of equality is 0.002, which is less than 0.05, then we reject the hypothesis that independent variables are equal, meaning that the perception of "Overall Job Satisfaction" is different between employees working in Not-For-Profit and those in For-Profit Organizations. (see Table 99 in the List of Tables). If we look at the means provided above, we can see that employees in Not-For-Profit organizations are more excited to come to work than For-Profit Organizations. (see Table 100 in the List of Tables).

6. **Test of dependency of "Feeling excited to come to work" on "Employee Gender"**

Based on Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: the significance value of Levene's Test for Equality of Variances is .306 which is more than 0.05, which justify the validity of the assumption of equal variance, and since the T-test of equality is 0.108, which is more than 0.05, then we don't reject the hypothesis that independent variables are equal, meaning that there is no evidence that the perception of "feeling excited to come to work" is different among male and female employees. (see Table 101 in the List of Tables).

7. **Test of dependency of "Feeling more secure to provide suggestions and innovative ideas" on "Employee Gender"**

Based on Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: the significance value of Levene's Test for Equality of Variances is .213 which is more than 0.05 and the T-test of equality is 0.379, which is more than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that the perception of "Feeling more secure to provide suggestions and innovative ideas" is not different among male and female employees. (see Table 102 in the List of Tables).

8. **Test of dependency of "Feeling empowered to make own decision" on "Employee Gender"**

Based on Levene's test for Equality of Variances, and the T-test fothe equality of the means, we conclude the following: the significance value of Levene's Test for Equality of Variances is .558 which is more than 0.05 and the T-test of equality is 0.544, which is greater than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that there is no evidence that

perception of "Feeling excited to make own decision" is different among male and female employees. (see Table 103 in the List of Tables).

9. Test of dependency of "Feeling more self-aware" on "Employee Gender"

Based on Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: the significance value of Levene's Test for Equality of Variances is .882 which is more than 0.05 and the T-test of equality is 0.205, which is greater than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that there is no evidence that the perception of "Feeling more self-aware" is different among male and female employees. (see Table 104 in the List of Tables).

10. Test of dependency of "Overall Job Satisfaction" on "Employee Gender"

Based on Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: the significance value of Levene's Test for Equality of Variances is .860 which is more than 0.05 and the T-test of equality is 0.156, which is greater than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that there is no evidence that the perception of "Overall Job Satisfaction" is different among male and female employees. (see Table 105 in the List of Tables).

11. Test of dependency of "Feeling excited to come to work" on "Supervisor's Gender"

Based on Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following:the significance value of Levene's Test for Equality of Variances is .757 which is more than 0.05 and the T-test of equality is 0.656, which is greater than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that there is no evidence that the perception of "feeling excited to come to work" is different among employees having supervisors with different genders. (see Table 106 in the List of Tables).

12. Test of dependency of "Feeling more secure to provide suggestions and innovative ideas" on "Supervisor's Gender"

Based on Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: the significance value of Levene's Test for Equality of Variances is .166 which is more than 0.05 and hence justify the validity of the assumption of equal variance, and the T-test of equality is 0.086, which is more than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that the perception of "Feeling more secure to provide suggestions and innovative ideas" is not different among employees having supervisors with different genders. (see Table 107 in the List of Tables).

13. Test of dependency of "Feeling empowered to make own decision" on "Supervisors Gender"

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP3	Equal variances assumed	.026	.872	.810	233	.419	.152	.187	-.217	.520
	Equal variances not assumed			.809	227.902	.419	.152	.187	-.218	.521

Based on Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: the significance value of Levene's Test for Equality of Variances is .872 which is more than 0.05 and hence justify the validity of the assumption of equal variance, and the T-test of equality is 0.419, which is greater than 0.05, we don't reject the hypothesis that independent variables are equal, meaning that there is no evidence that perception of "Feeling

excited to make own decision" is different among employees having supervisors with different genders. (see Table 108 in the List of Tables).

14. Test of dependency of "Feeling more self-aware" on "Supervisors Gender"

Based on Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: the significance value of Levene's Test for Equality of Variances is .928 which is more than 0.05 and justify the validity of the assumption of equal variance, and the T-test of equality is 0.451, which is more than 0.05 as well, we don't reject the hypothesis that independent variables are equal, meaning that there is no evidence that the perception of "Feeling more self-aware" is different among employees having supervisors with different genders. (see Table 109 in the List of Tables).

15. Test of dependency of "Overall Job Satisfaction" on "Supervisors Gender"

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
OJS	Equal variances assumed	.070	.792	1.189	233	.236	.15853	.13338	-.10426	.42132
	Equal variances not assumed			1.193	231.818	.234	.15853	.13290	-.10331	.42037

Based on Levene's test for Equality of Variances, and the T-test for the equality of the means, we conclude the following: the significance value of Levene's Test for Equality of Variances is .792 which is more than 0.05 and justify the validity of the assumption of equal variance, and the T-test of equality is 0.236, which is more than 0.05 as well, we don't reject the hypothesis that independent variables are equal, meaning that there is no evidence that the perception of

"Overall Job Satisfaction" is different among employees having supervisors with different genders. (see Table 110 in the List of Tables).

16. Test of dependency of "Feeling excited to come to work" on "Employee's Career Level"

Table 111: one-way ANOVA for DP1 on "Employee Career Level"

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	23.156	2	11.578	4.846	**.009**
Within Groups	554.296	232	2.389		
Total	577.452	234			

In the above table, the significance value is 0.009, which is less than 0.05, which means we reject the hypothesis that there is no difference among employees with different career levels, meaning that the perception of employees concerning the excitement to come to work differs among career levels.

Descriptives

Table 112: Means of one-way ANOVA for DP1 on "Employee Career Level"

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
First-Line	54	4.654321	1.7470706	.2377462	4.177463	5.131179	1.0000	7.0000
Middle	147	5.383220	1.4661860	.1209290	5.144222	5.622217	1.0000	7.0000
Upper	34	**5.460784**	1.5440005	.2647939	4.922057	5.999512	1.6667	7.0000
Total	235	5.226950	1.5709047	.1024745	5.025060	5.428841	1.0000	7.0000

As the above table shows, upper level employees have the highest mean of 5.46 which means that upper level employees are more excited to come to work.

Post Hoc is performed in attempt to control the experiment wise error rate. It gives an answer for which specific groups there are overall differences. If the significance is less than 0.05 then there is a significant difference between variables. (Hair, 2006).

Multiple Comparisons

Table 113: Post-Hoc analysis for Career Level and DP1

(I) Career Level	Career Level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
First	Middle	-.7288990*	.2459627	**.009**	-1.309090	-.148708
	Upper	-.8064633*	.3384011	**.047**	-1.604703	-.008224
Middle	First	.7288990*	.2459627	**.009**	.148708	1.309090
	Upper	-.0775644	.2941494	.962	-.771420	.616292
Upper	First	.8064633*	.3384011	**.047**	.008224	1.604703
	Middle	.0775644	.2941494	.962	-.616292	.771420

After performing Post Hoc analysis we discover that significant difference exists between first line and middle line and first line and upper line employees. But there is no significant difference between Middle and Upper levels.

17. Test of dependency of "Feeling secure to provide suggestions and innovative ideas" on "Employee's Career Level"

The significance value is 0.183, which is more than 0.05; this implies that we don't reject the hypothesis that there is no difference among employees with different career levels, meaning that the feeling of security to provide suggestions and innovate ideas does not differ among employees with different career levels. (see Table 114 in the List of Tables).

18. Test of dependency of "Feeling empowered to make own decision" on "Employee's Career Level"

The significance value is 0.964, which is more than 0.05; this implies that we don't reject the hypothesis that there is no difference among employees with different career levels, meaning that the feeling of empowerment to make their own decision do not differ among employees with different career levels. (see Table 115 in the List of Tables).

19. Test of dependency of "Feeling more self-aware" on "Employee's Career Level"

The significance value is 0.637, which is more than 0.05; this implies means we don't reject the hypothesis that there is no difference among employees with different career levels, meaning that the feeling more self-aware does not differ among employees with different career levels. (see Table 116 in the List of Tables).

20. Test of dependency of "Overall Job Satisfaction" on "Employee's Career Level"

The significance value is 0.143, which is more than 0.05; this implies means we don't reject the hypothesis that there is no difference among employees with different career levels, meaning that overall job satisfaction does not differ among employees with different career levels. (see Table 117 in the List of Tables).

The summary of the results for Independent T-test and ANOVA

Tables below summarizes the results of all the Independent T-test and ANOVA performed on each constructed of Job Satisfaction**: "Feeling excited to come to work", "Feeling more secure to provide suggestions and innovative ideas", "Feeling empowered to make own decision", "Feeling more self-aware"** as well as **"Overall Job Satisfaction"** based on Type of organization, employee gender, supervisor gender and employee career level and whether they differ or not.

Type of the organization (Profit/Not-For-Profit)		
Job Satifaction	**Differ**	**Do not Differ**
Feeling excited to come to work	X	
Feeling more secure to provide suggestions and innovative ideas	X	
Feeling empowered to make own decision		X
14. Feeling more **self-aware**	X	

Employee Gender		
Job Satisfaction	**Differ**	**Do not differ**
Feeling excited to come to work		X
Feeling more secure to provide suggestions and innovative ideas		X
Feeling empowered to make own decision		X
Feeling more self-aware		X
Overall Job Satisfaction		X

Supervisor Gender		
Job Satisfaction	**Differ**	**Do not differ**
Feeling excited to come to work		X
Feeling more secure to provide suggestions and innovative ideas		X
Feeling empowered to make own decision		X
Feeling more self-aware		X
Overall Job Satisfaction		X

Career Level		
Job Satisfaction	**Differ**	**Do not differ**
Feeling excited to come to work	X	
Feeling more secure to provide suggestions and innovative ideas		X
Feeling empowered to make own decision		X
Feeling more self-aware		X
Overall Job Satisfaction		X

In the next chapter, these findings will be explained in details.

Chapter Five: Summary of Findings, Limitation and Recommendations

As stated through the research questions, this study aimed mainly to test whether the characteristics of Authentic Leadership are practiced in the Lebanese organizations (For-Profit and Not-For-Profit). The study examined as well whether these practices are positively contributing to workforce job satisfaction in these organizations.

5.1 Findings from descriptive statistics

The survey questionnaire was filled by 235 respondents, who hold first-line, middle and upper career levels from different for-profit and not-for-profit organizations in Lebanon; 64% were from for-profit organizations and 36% from Not-For-Profit Organizations. These employees were from both genders: 65% were females while 35% were males and from different career levels:23% from first-line, 62% from middle line and 15% from upper line. Employees' supervisors were also from two genders, 47% were male while 53% were female.

5.2 Findings from Factor Analysis

Two Factors that related to Authentic Leadership traits were grouped under the following categories:

Factor 1 as **Being Self-Aware and Having Empathy.**

Factor 2 as **Communication Skills**.

Job Satisfaction traits were grouped under one factor: **Overall Job Satisfaction**

5.3 Findings from Multiple Regression Analyses

5.3.1 Multiple Regression Analyses for "Feeling excited to come to work"

The hypotheses tested to know whether the Authentic Leadership factors have a positive impact on feeling excited to come to work.

Finding 1:

Leaders perceived as role-models of knowing their strengths and weaknesses and as supervisors who do not promise if they cannot deliver are statistically positively significant for employees being excited to come to work.

The study showed that when employees perceive their leaders first as role-models of knowing their strengths and weaknesses and also as supervisors who do not promise if they cannot deliver, they will be feeling excited to come to work. Penger & Cerne (2014) asserted a similar idea in the literature review, that the self-awareness of an authentic leader will help these leaders not only to understand their strengths and weaknesses, but also foster innovative behaviors to their subordinates; as a result, this innovative behavior will have a positive impact on employees feeling excited to come to work. In addition, when leaders are honest with their followers and do not promise anything if they cannot deliver, subordinates would feel more excited to come and work with an honest leader who can keep his/her promise.

Finding 2:

Leaders perceived as supervisors who ask feedback when making a decision, objectively analyze data before making decision and listen closely to the ideas of those who disagree with them are statistically positively significant for employees being excited to come to work.

Employees will witness their leaders' positive attitude toward their knowledge and ingenuity when they perceive their leaders as supervisors who ask feedback of their followers when they are making decisions and listen to the ideas of the followers who disagree with them. The ability of the employees to express their point of view freely and the fact that their leaders listen to them and respect them will foster a feeling of trust within their followers. "Employees want to feel like they're having an impact on the company, which means they need to see the results of their work". When employees witness how their leaders listen to their ideas even if they do not agree with them and ask feedback from them and use this feedback when making decision in addition to being fair in analyzing the data obtained from them objectively, they will feel acknowledged and appreciated for their contributions which will make them feel valued and excited more to come to work. As Mia, Nowman, Schwarz and Xu (2013) further stated, employees will be committed more to their job when trust based relationship exists between the leaders and the followers. This commitment and trust will encourage the employees to be excited to come to their work.

Finding 3:

Leaders perceived as supervisors who do not allow group pressure to control them, allow other people to know where they stand on controversial issues and treat all the employees fairly are statistically positively significant for employees being excited to come to work.

Literature shows that when authentic leaders exhibit traits such as fairness, transparency and consistency between their statement and actions, followers' job satisfaction will be strengthened (Wang and Hsieh, 2013). The same result was obtained in our study. The study further disclosed that when employees perceive their leaders as supervisors who treat all the employees fairly, are blatant and clear to their subordinates and allow them to know where they stand on controversial issues, they will be excited to come to work. Furthermore, when employees perceive their leaders as supervisors who do not allow group pressure to control them, they will trust their leaders more and will be motivated to work for them; this motivation will inspire them to be enthusiastic to come to their work.

Finding 4:

Leaders perceived as supervisors who share organizational information, encourage open and honest debate at all times and are considered credible and trustworthy are statistically positively significant for employees being excited to come to work.

Based on the results of the study, when leaders share organizational information, encourage open and honest debate at all times and are considered credible and trustworthy, employees will be more excited to come to work. Authentic leaders are willing to share organizational information with their followers in order to operate in an environment where followers trust their leaders and are loyal in good and bad times. By being open and honest at all times and sharing organization

information with the employees, leaders will demonstrate that they are credible and trustworthy. As employees acknowledge that their leaders will not hide from them organizational information and will be open and honest all the time, this will make them excited to come and work in this environment with a credible and trustworthy leader.

5.3.2 Multiple Regression Analyses for "Feeling secure to provide suggestions and innovative ideas"

Finding 1:

Leaders perceived as supervisors who understand their purpose of leadership in the organization, who do not promise if they cannot deliver and are comfortable in expressing their feelings are statistically positively significant for employees feeling secure to provide suggestions and innovative ideas.

The study showed that when employees perceive their leaders as supervisors who know their purpose of leadership, are comfortable in expressing their feelings and do not promise if they cannot deliver, they will feel more secure to provide suggestions and innovative ideas. As Bill George demonstrates, when authentic leaders understand their purpose of leadership, they will lead with passion while being dedicated to committing organizational goals. The dedication of these leaders will inspire their followers to feel secure to provide suggestions and innovative ideas and be committed in return. Furthermore, when authentic leaders are comfortable in expressing their feelings transparently and do not promise if they cannot deliver, their followers will consider them as role models and will in return be comfortable in expressing their emotions too, and feel secure to provide suggestions openly without criticism.

Finding 2:

Leaders perceived as supervisors who ask feedback when making a decision, objectively analyze data before making decisions and listen closely to the ideas of those who disagree with them, are statistically positively significant for employees feeling secure to provide suggestions and innovative ideas.

The study showed that employees will feel secure to provide suggestions and innovative ideas when they feel that their leaders listen to the ideas of even those who disagree with them, ask feedback when making decisions and objectively analyze data before making decisions. Similar idea was previously proved by Azanza el al. (2013), when they stated that authentic leadership mediates the positive relationship between flexibility-oriented organizational culture and employee satisfaction; this flexibility-oriented organizational culture makes employees feel secure and confident in expressing their opinion knowing that their leaders will listen to them, ask their feedbacks and also analyze the data objectively before making decisions. This flexibility-oriented organizational culture also encourages leaders to grant workers more authority with certain tolerance for mistakes. Rather than taking harsh corrective action, these authentic leaders will treat employee mistakes as opportunities to facilitate learning; this will hence elevate their feeling of security to provide suggestions and innovative ideas.

Finding 3:

Leaders perceived as supervisors who show consistency between their beliefs and actions/decisions, and treat all the employees fairly are statistically positively significant for employees feeling secure to provide suggestions and innovative ideas.

As mentioned in the literature review, when leaders' actions and behaviors are consistent, this would create a perception of reliability in their followers' minds towards their leaders (Wang and

Hsieh ,2013). When employees perceive their leaders as reliable leaders who are real and not fake, they will start to trust them more; this will encourage them to feel secure to provide their ideas and suggestions freely and openly, knowing that their leaders would behave consistently with what they preach. In addition, when these followers experience how their leaders treat all the employees fairly without favoritism, this would make them feel more secure in expressing their points of view.

Finding 4:

Leaders perceived as supervisors who share organizational information, encourage open and honest debate at all times and are considered credible and trustworthy are statistically positively significant for feeling secure to provide suggestions and innovative ideas.

Based on the results of the study, when leaders share organizational information, encourage open and honest debate at all times and are considered credible and trustworthy, employees will feel secure to provide suggestions and innovative ideas. As leaders openly share organizational information and encourage open and honest debate at all time, employees will start to believe that they have voice in the organization; this is how "authentic leaders will encourage their followers to express their opinions" Liang (2017). By displaying honest, transparent, positive and genuine behaviors leaders can build trusting relationships with their followers. Only when followers perceive their leaders as credible and trustworthy, will they feel secure to engage in achieving the goals of the organization.

5.3.3 Multiple Regression Analyses for "Feeling empowered to make own decisions"

Finding 1:

Leaders perceived as supervisors who understand their purpose of leadership in the organization, who do not promise if they cannot deliver and are comfortable in expressing their feelings are statistically positively significant for employees feeling empowered to make own decisions.

The study showed that when employees perceive their leaders as supervisors who know their purpose of leadership, are comfortable in expressing their feelings and do not promise if they cannot deliver, they will feel empowered to make their own decision. Through social exchange process mentioned in the literature review, as employees witness their leaders as passionate to do their job and understanding their purpose of leadership, they will also start to develop these traits; as they become passionate in accomplishing the goals of the organization, they will feel empowered to make their own decisions.

Finding 2:

Leaders perceived as supervisors who ask feedback when making a decision, objectively analyze data before making decisions and listen closely to the ideas of those who disagree with them are statistically positively significant for employees feeling empowered to make own decisions.

The study showed that employees will feel empowered to make their own decisions when they feel that their leaders listen to the ideas of even those who disagree with them, ask feedback when making decisions and objectively analyze data before making decisions. A similar idea was mentioned by Chen el al. (2012), when they stated that followers would start to trust their leaders more if these leaders empower and encourage them to make their own decisions; and that's when these employees will be motivated to engage in voice behavior. When leaders treat their followers as important assets in the organization, ask their feedback and listen to them while objectively analyzing data, employees will be motivated to express their points of view and feel empowered to make their own decisions without fear of punishment if they do errors.

Finding 3:

Leaders perceived as supervisors who show consistency between their beliefs and actions/decisions and treat all the employees fairly are statistically positively significant for employees feeling empowered to make own decision.

As mentioned in the literature review, when leaders' actions and behaviors are consistent, this would create a perception of reliability in their followers' minds towards their leaders (Wang and Hsieh, 2013). When employees perceive their leaders as reliable leaders who are real and not fake, they will start to trust them more; this will encourage them to be empowered in making their own decisions, knowing that their leaders would behave consistently with what they preach. In addition, when these followers experience how their leaders treat all the employees fairly without favoritism, this would encourage them even more to make their own decisions.

Finding 4

Leaders perceived as supervisors who share organizational information, encourage open and honest debate at all times and are considered credible and trustworthy are statistically positively significant for employees feeling empowered to make own decisions.

Based on the results of the study, when leaders share organizational information, encourage open and honest debate at all times and are considered credible and trustworthy, employees will feel empowered to make own decisions. As leaders openly share organizational information and encourage open and honest debate at all time, employees will start to believe that they have voice in the organization and can be empowered to make their own decisions. By displaying honest, transparent, positive and genuine behaviors leaders can build trusting relationships with their followers. Only when followers perceive their leaders as credible and trustworthy, will they feel that their leaders really truly want to empower them to grow and make their own decisions.

5.3.4 Multiple Regression Analyses for "Feeling more self-aware"

Finding 1:

Leaders perceived as role-models of knowing their strengths and weaknesses is statistically positively significant for employees feeling more self-aware.

The study showed that when employees perceive their leaders as role-models of knowing their strengths and weaknesses, they will feel more self-aware. As Luthans and Avolio (2003) claim, Authentic Leadership is "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". When followers observe how their leaders know their weaknesses and strengths, they will use them as role-models and start to exhibit these self-awareness traits.

Finding 2:

Leaders perceived as supervisors who listen closely to the ideas of those who disagree with them is statistically positively significant for employees feeling more self-aware.

The study showed that employees will feel more self-aware when they feel that their leaders listen to the ideas of even those who disagree with them. An employee will be more self-aware if he/she is aware of his/her strength, weaknesses and emotions. When leaders closely listen to their followers, even the followers who disagree with them, these followers will have the courage to understand, control and express their emotions to their leaders. Furthermore, employees openly communicating with their leaders will help them to know their strengths and weaknesses. They will not be afraid to communicate freely with their leaders, because they will be aware that these

leaders will listen to them without criticism. This open and transparent communication will help them to better know about their strengths and drawbacks and improve themselves.

Finding 3:

Leaders perceived as supervisors who do not allow group pressure to control them and treat all the employees fairly are statistically positively significant for employees feeling more self-aware.

According to our study, when employees witness fair treatment by their leaders and how these leaders do not allow group pressure to control them, they will be motivated to be transparent with their leaders. Only by being transparent and open with their leaders, will these employees be able to be self-aware, knowing their motive, strengths, weaknesses and emotions.

Finding 4:

Leaders perceived as supervisors who admit their mistakes and encourage open and honest debate at all times are statistically positively significant for employees being more self-aware. On the other hand, Leaders perceived as supervisors who share personal information with their employees has statistically negative significance for employees being more self-aware.

Based on the results of the study, when leaders admit their mistakes and encourage open and honest debate, their followers will be more self-aware. It is reasonable to conclude that when leaders can admit their drawbacks, this would also encourage their followers to recognize that they are not perfect and also have weaknesses. In addition, encouraging open and honest debate at all time, would permit these employees to openly express their emotions; hence this would make them more self-aware. However, the study showed that when leaders share their personal information with their employees, their employees will be less self-aware. This was a new and unexpected result.

5.3.5 Multiple Regression Analyses for "Overall Job Satisfaction"

Finding 1:

Leaders perceived as role-models of knowing their strengths and weaknesses, understanding their purpose of leadership, feeling comfortable to express their feelings and promising if they can deliver is statistically positively significant for employee's overall job satisfaction.

The study showed that the higher the perception of employees that their leaders are role-models of knowing their strengths and weaknesses, are comfortable in expressing their feelings, do not promise if they cannot deliver and understand their purpose of leadership, the more the employees will be satisfied.

Finding 2:

Leaders perceived as supervisors who listen closely to the ideas of those who disagree with them, ask feedback before making decision and analyze data objectively before making decision is statistically positively significant for employees' overall job satisfaction.

The study showed that the higher the perception of employees that their leaders are individuals who listen closely to the ideas of those who disagree with them and ask feedback from them when making decision and analyze data objectively before making decision, the more the employees will be satisfied.

Finding 3:

Leaders perceived as supervisors who show consistency between their actions and beliefs, allow other people to know where they stand on controversial issues and treat all the employees fairly are statistically positively significant for employees' overall job satisfaction

According to our study, the higher the perception of employees that their leaders show consistency between their beliefs and actions/decisions, allow other people to know where they stand on controversial issues and treats all the employees fairly, they will be more satisfied.

Finding 4:

Leaders perceived as supervisors who share organization information, admit their mistakes, are credible and trustworthy and encourage open and honest debate at all times are statistically positively significant for overall job satisfaction.

Based on the results of the study, that the higher the perception of employees that their leaders admit their mistakes, encourage open and honest debate at all times, share organizational information with them and are credible and trustworthy, the more they will be satisfied.

5.4 Findings from the Independent T-test analysis and one-way ANOVA

5.4.1 Findings from the Independent T-test analysis for "Type of organization"

Based on the study conducted, feeling excited to come to work differs among employees working in For-Profit and Not-For-Profit organizations. Employees working in Not-For-Profit organizations are more excited to come to work than employees working in For-Profit organizations. Also, feeling more secure to provide suggestions and innovative ideas and feeling more self-aware differ among employees working in Not-For-Profit and For-Profit Organizations; employees in Not-For-Profit organizations feel more secure to provide suggestions and innovative ideas and are more self-aware than employees working in For-Profit Organizations. However, feeling empowered to make own decisions does not differ between employees working in Not-For-Profit and For-Profit Organizations. Finally, study conducted on

the overall job satisfaction disclosed that employees working in Not-For-Profit organizations are overall more satisfied than those working in For-Profit organizations. The study conducted showed that even if both employees in For-Profit and Not-For-Profit organizations feel the same level of empowerment to make their own decision, however employees in Not-For-Profit organizations have overall higher job satisfaction than employees working in For-Profit organizations.

5.4.2 Findings from the Independent T-test analysis for "Employee Gender"

Based on the study conducted, feeling excited to come to work does not differ between male and female employees. Moreover, both males and females almost equally feel secure to provide suggestions and innovative ideas. Furthermore, both male and female employees equally feel empowered to make own decisions. Finally, both male and female employees are self-aware. The study conducted disclosed that overall job satisfaction does not differ between male and female employees. As a result, we can determine that both genders of employees are equally satisfied.

5.4.3 Findings from the Independent T-test analysis for "Supervisor's Gender"

Following the study conducted, it was discovered that employees with supervisors with different genders equally feel excited to come to work. These employees also equally feel secure to provide suggestions and innovative ideas and feel empowered to make their own decisions. Moreover, employees with supervisors with different genders are equally self-aware. Finally, based on the study conducted, it was revealed that employees having supervisors with different genders also have overall the same job satisfaction. We can conclude from our findings that employees are equally satisfied whether they are supervised by male or female supervisors.

5.4.4. Findings from the ANOVA test analysis for "Career Level"

Following the study conducted, it was discovered that upper level employees are more excited to come to work than middle and first-line employees. However, employees on all three career levels equally feel secure to provide suggestions, feel empowered to make own decisions and are self-aware. It was further discovered that overall Job satisfaction does not differ between first-line, middle and upper level employees; hence we can conclude that even if upper level employees are slightly more excited to come to work, the overall first-line, middle line and upper line employees are satisfied in their jobs.

Limitations

This study did result in data that implied a strong association between Authentic Leadership and Job Satisfaction, however we observed some limitations. One limitation related to the generalizability of the results, is that the ALQ and MJS surveys are both self-reporting instruments, and it is possible that some participants had personal understandings and interpretations. Another limitation was related most probably to the pandemic "Corona Virus". Many Lebanese organizations were closed, especially Not-For-Profit organizations; that's why the respondents from Not-For-Profit organizations were less numerous than those from For-Profit organizations. Additional limitation was the absence questions written in Arabic language. Human Resource Departments in some of Not-For-Profit organizations requested a questionnaire in Arabic since many of the employees working there did not know English very well, but unfortunately I could not satisfy their request. Finally, this study only focused on the effect of Authentic Leadership characteristics on employees' satisfaction. A more comprehensive study

could include other styles of leadership and compare them to Authentic Leadership to be able to evaluate the relative effectiveness of the different styles.

Recommendations

The first recommendation is to the Human Resource Departments. The Human Resource Departments in these organizations should be aware about the importance of having authentic employees working in the organization. Based on the results of this study, Human Resource Departments should utilize authentic leadership in employee selection and orientation processes by having potential new hires take the Authentic Leadership Questionnaire (ALQ) to determine their level of authenticity. Test results may then be used as a tool for evaluating areas of continued development as the employee gains tenure within an organization.

The second recommendation is for the leaders of both For-Profit and Not-For-Profit organizations. In order to create a satisfactory environment and strengthen the satisfaction of their followers, leaders have to be role-models of knowing their strengths and weaknesses and not promise what they cannot deliver; in addition, these leaders have to understand their purpose of leadership and have to be comfortable in expressing their emotions; also only by being self-aware, these managers can improve self-awareness and self-development of their followers. Furthermore, the study revealed the importance of having leaders who listen closely to the ideas of those who disagree with them, leaders who ask feedback from their followers when making a decision and objectively analyze data before making decision. The study clearly highlighted the fact that leaders who really want to gain the trust of their followers and strengthen the job satisfaction of their followers, have to treat all their followers fairly, allow them to know where they stand on controversial issues and show consistency between their beliefs and actions and

decisions. Finally, the results obtained from this study evidently illustrate, that leaders who wish to promote a culture of honestly, transparency and openness, certainly have to share organizational information with everyone, admit their mistakes and have to be credible and trustworthy with their followers treated as “associates”.

Following the study conducted, it was discovered that employees in Not-For-Profit organizations are more satisfied than employees in For-Profit organizations. Therefore, I highly recommend that the leaders in For-Profit organizations focus on and adopt the Authentic Leadership characteristics mentioned above, as the study proved that these characteristics have great impact on employees’ satisfaction.

Finally, this study discovered a negative association between leaders sharing personal information and the self-awareness of the followers. I would recommend future studies to be based on this issue to further clarify the reasons for this negative association. Although this negative association could probably be explained by some cultural features such as the reluctance of the respondents to want to share their personal life stories or experiences particularly in the limits of a structured closed questionnaire.

Recommendations for further studies:

There are several approaches to the current study that may contribute to the understanding of Authentic Leadership. Future studies involving authentic leadership could be conducted as qualitative studies. The ALQ gives respondents the opportunity to choose from several options formulated by the survey designer. The questions do not allow participants to express their work experiences to the detailed extent they could in an interview; providing an opportunity for employees to voice various aspects of job satisfaction, or dissatisfaction, in terms

that they express more in-depth knowledge of factors that play a role in job satisfaction satisfaction would be an addition means to understand this issue.

Considering that most research conducted in the area of Authentic Leadership has focused on the traits of supervisors or those who are in leadership positions, it is recommended that additional studies focus on followers, in general. These study would include participants who may have had worked under supervision at some time and have accumulated considerable insight that could help us understand better Authentic Leadership. Leaders also could be included in qualitative surveys for their detailed and accumulated personal observations and ideas.

Appendix

List of Tables

Table 1: Descriptive Statistics of authentic leadership traits

		N	Mean	Std. Deviation
BP1	My supervisor asks feedback from us when making a decision	235	5.11	1.631
RT1	My supervisor says exactly what he/she thinks	235	5.35	1.507
RT2	My supervisor admits his/her mistakes	235	**4.44**	1.840
RT4	My supervisor shares personal information with us	235	4.66	1.620
RT3	My supervisor shares organizational information with us	235	5.32	1.401
BP2	My supervisor objectively analyzes data before making decision	235	5.37	1.548
IMP1	My supervisor does not allow group pressure to control him/her	235	4.92	1.578
IMP2	My supervisor shows consistency between his/her beliefs and actions/decisions	235	4.99	1.660
SA1	My supervisor understands his/her purpose of leadership in the organization	235	5.32	1.661
SA2	My supervisor is a role-model of knowing his/her strengths and weaknesses	235	4.84	1.783
IMP3	My supervisor allows other people to know where he/she stands on controversial issues	235	5.04	1.429
RT5	I find my supervisor to be credible and trustworthy	235	5.31	1.695
SA3	My supervisor is comfortable in expressing his feelings	235	5.36	1.547
BP3	My supervisor listens closely to the ideas of those who disagree with him/her	235	5.11	1.602
RT6	My supervisor encourages open and honest debate at all time	235	**5.38**	1.543
SA4	My supervisor does not promise if he/she cannot deliver	235	5.03	1.563
IMP4	My supervisor treats all the employees fairly at work	235	4.84	1.897
Valid N (listwise)		235		

Table 2: Descriptive Statistics of Job Satisfaction components

		N	Mean	Std. Deviation
DP1	Feeling excited to come to work	235	**5.226950**	1.5709047
DP2	Feeling secure to provide suggestions and innovative ideas	235	5.517	1.3032
DP3	Feeling empowered to make own decision	235	5.58	1.431
DP4	Feeling more self-aware	235	**5.798**	.9928
Valid N (listwise)		235		

Table 3: Case Processing and Cronbach's Alpha for Authentic Leadership traits

		N	%
Cases	Valid	235	100.0
	Excluded[a]	0	.0
	Total	235	100.0

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.937	.937	17

Table 4: Item-Total Statistics for Authentic Leadership Traits

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BP1	.603	.935
RT1	.610	.934
RT2	.742	.931
RT4	.368	.940
RT3	.607	.935
BP2	.696	.933
IMP1	.442	**.938**
IMP2	.753	.931
SA1	.753	.931
SA2	.774	.931
IMP3	.625	.934
RT5	.822	.930
SA3	.637	.934
BP3	.719	.932
RT6	.795	.931
SA4	.555	.936
IMP4	.729	.932

Table 5: Cronbach's Alpha of Job Satisfaction components

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.758	.767	4

Table 6: Item-Total Statistics

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DP1	.543	.718
DP2	.656	.647
DP3	.562	.699
DP4	.508	.735

Table 7: KMO and Bartlett's Test for components of Authentic Leadership

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.934**
Bartlett's Test of Sphericity	Approx. Chi-Square	2437.666
	Df	136
	Sig.	**.000**

Table 8: Total Variance Explained for Authentic Leadership components

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.656	50.917	50.917	8.656	50.917	50.917	6.213	36.547	36.547
2	1.166	6.856	57.773	1.166	6.856	**57.773**	3.609	21.227	57.773
3	.943	5.545	63.319						
4	.848	4.989	68.308						
5	.723	4.252	72.559						
6	.673	3.962	76.521						
7	.608	3.577	80.098						
8	.547	3.217	83.315						
9	.496	2.917	86.232						
10	.419	2.462	88.694						
11	.411	2.415	91.109						
12	.358	2.104	93.213						
13	.334	1.966	95.179						
14	.256	1.507	96.686						
15	.215	1.267	97.953						
16	.178	1.050	99.003						
17	.170	.997	100.000						

Table 9: Factor analysis of independent variables

		Factor 1	Factor 2
BP1	My supervisor asks feedback from us when making a decision	.436	**.513**
RT2	My supervisor admits his/her mistakes	**.579**	.534
RT4	My supervisor shares personal information with us	-.061	**.805**
RT3	My supervisor shares organizational information with us	.287	**.722**
BP2	My supervisor objectively analyzes data before making decision	**.771**	.187
IMP1	My supervisor does not allow group pressure to control him/her	**.659**	-.082
IMP2	My supervisor shows consistency between his/her beliefs and actions/decisions	**.782**	.263
SA1	My supervisor understands his/her purpose of leadership in the organization	**.704**	.382
SA2	My supervisor is a role-model of knowing his/her strengths and weaknesses	**.694**	.435
IMP3	My supervisor allows other people to know where he/she stands on controversial issues	**.559**	.368
RT5	I find my supervisor to be credible and trustworthy	**.758**	.411
SA3	My supervisor is comfortable in expressing his feelings	.438	**.565**
BP3	My supervisor listens closely to the ideas of those who disagree with him/her	**.643**	.415
RT6	My supervisor encourages open and honest debate at all time	**.667**	.496
SA4	My supervisor does not promise if he/she cannot deliver	**.570**	.241
IMP4	My supervisor treats all the employees fairly at work	**.716**	.321

Table 10: Total Variance Explained of Job Satisfaction components

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.358	58.961	58.961	2.358	**58.961**	58.961
2	.644	16.098	75.059			
3	.588	14.698	89.757			
4	.410	10.243	100.000			

Table 11: Factor Analysis for Job Satisfaction Components

	Component
	Factor 1
DP1	.751
DP2	.831
DP3	.769
DP4	.715

Table 12: Variables Entered/Removed for SA components regressed against DP1

Model	Variables Entered	Variables Removed	Method
1	**SA2 "**My supervisor is a role-model of knowing his strengths and weaknesses"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**SA4** "My supervisor does not promise if he/she cannot deliver"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 13: Model Summary of regression analysis of SA components against DP1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446[a]	.199	.196	1.4087631
2	.477[b]	.227	.220	1.3870108

Table 14: ANOVA for model 2 for regression analysis of SA variables against DP1

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	129.504	2	64.752	33.658	.000[c]
	Residual	440.550	229	1.924		
	Total	570.054	231			

Table 15: Coefficients of Model 2 for regression of SA components against DP1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	2.740	.338		8.100	.000
	SA2	.327	.056	.373	5.877	.000
	SA4	.183	.064	.183	2.876	.004

Table 16: Model Summary of regression analysis of BP components against

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.424[a]	.180	.176	1.4257402
2	.475[b]	.225	.219	1.3884657
3	.496[c]	**.246**	**.236**	1.3727295

Table 17: ANOVA for model 3 for regression analysis of BP variables against DP1

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	142.158	3	47.386	**25.147**	**.000[d]**
	Residual	435.293	231	1.884		
	Total	577.452	234			

Table 18: Coefficients of Model 3 for regression of BP components against DP1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	2.069	.377		5.482	.000
	BP3	.241	.068	.246	3.533	.000
	BP2	.208	.071	.205	2.913	.004
	BP1	.158	.063	.164	2.520	.012

a. Dependent Variable: DP1

Table 19: Variables Entered/Removed for IMP components regressed against DP1

Model	Variables Entered	Variables Removed	Method
1	**IMP4** "My supervisor treats all the employees fairly"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**IMP3** "My supervisor allows other people to know where he/she stands on controversial issues"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**IMP1** "My supervisor does not allow group pressure to control him/her"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 20: Model Summary of regression analysis of BP components against DP1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521[a]	.271	.268	1.3456072
2	.543[b]	.295	.289	1.3260537
3	.554[c]	.307	.298	1.3176958

Table 21: ANOVA for model 3 for regression analysis of IMP variables against DP1: "I feel excited to come to work"

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	176.868	3	58.956	33.955	.000[d]
	Residual	399.354	230	1.736		
	Total	576.222	233			

Table 22: Coefficients of Model 3 for regression of BP components against DP1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	2.201	.359		6.122	.000
	IMP4	.332	.054	.400	6.156	.000
	IMP3	.160	.071	.146	2.255	.025
	IMP1	.123	.062	.123	1.985	.048

Table 23: Variables Entered/Removed for RT components regressed against DP1

Model	Variables Entered	Variables Removed	Method
1	**RT5** "I find my supervisor to be credible and trustworthy"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**RT3** "My supervisor shares organizational information with us"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**RT6** "My supervisor encourages open and honest debate at all times"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 24: Model Summary of regression analysis of RT components against DP1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522[a]	.273	.270	1.3435351
2	.570[b]	.325	.319	1.2973659
3	.589[c]	.347	.339	1.2784264

Table 25: ANOVA for model 3 for regression analysis of RT variables against DP1

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	200.034	3	66.678	40.797	.000[d]
	Residual	375.906	230	1.634		
	Total	575.940	233			

Table 26: Coefficients of Model 3 for regression of RT components against DP1

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
3	(Constant)	1.457	.365		3.995	.000
	RT5	.274	.066	.295	4.149	.000
	RT3	.224	.071	.200	3.139	.002
	RT6	.211	.075	.207	2.810	.005

Table 27: Variables Entered/Removed for SA components regressed against DP2

Model	Variables Entered	Variables Removed	Method
1	**SA1** "My supervisor understands his/her purpose of leadership in the organization"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**SA4** "My supervisor does not promise if he/she cannot deliver"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**SA3** "My supervisor is comfortable in expressing his feelings"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 28: Model Summary of regression analysis of SA components against DP2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.575[a]	.331	.328	1.0744
2	.603[b]	.364	.358	1.0501
3	.616[c]	.379	.371	1.0395

Table 29: ANOVA for model 3 for regression analysis of SA variables against DP2

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	150.582	3	50.194	46.450	.000[d]
	Residual	246.379	228	1.081		
	Total	396.961	231			

Table 30: Coefficients of Model 3 for regression of SA components against DP2

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
3	(Constant)	2.344	.293		7.992	.000
	SA1	.336	.049	.429	6.824	.000
	SA4	.141	.051	.169	2.774	.006
	SA3	.124	.052	.145	2.381	.018

Table 31: Variables Entered/Removed for BP components regressed against DP2

Model	Variables Entered	Variables Removed	Method
1	**BP1** "My supervisor asks feedback from us when making a decision"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**BP3** "My supervisor listens closely to the ideas of those who disagree with him/her"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**BP2** "My supervisor objectively analyzes data before making decision"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 32: Model Summary of regression analysis of BP components against DP2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.536[a]	.287	.284	1.1026
2	.628[b]	.395	.389	1.0184
3	.646[c]	.417	.410	1.0013

Table 33: ANOVA for model 3 for regression analysis of BP variables against DP2

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	165.816	3	55.272	55.125	.000[d]
	Residual	231.616	231	1.003		
	Total	397.432	234			

Table 34: Coefficients of Model 3 for regression of BP components against DP2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	2.128	.275		7.730	.000
	BP1	.272	.046	.340	5.928	.000
	BP3	.228	.050	.280	4.568	.000
	BP2	.156	.052	.185	2.999	.003

Table 35: Variables Entered/Removed for IMP components regressed against DP2

Model	Variables Entered	Variables Removed	Method
1	**IMP2** "My supervisor shows consistency between his/her beliefs and actions/decisions"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**IMP4** "My supervisor treats all the employees fairly"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 36: Model Summary of regression analysis of IMP components against DP2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616[a]	.379	.376	1.0283
2	.657[b]	.432	.427	.9860

Table 37: ANOVA for model 3 for regression analysis of IMP variables against DP2

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	142.158	3	47.386	25.147	.000[d]
	Residual	435.293	231	1.884		
	Total	577.452	234			

Table 38: Coefficients of Model 3 for regression of IMP components against DP2

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
3	(Constant)	2.069	.377		5.482	.000
	BP3	.241	.068	.246	3.533	.000
	BP2	.208	.071	.205	2.913	.004
	BP1	.158	.063	.164	2.520	.012

Table 39: Variables Entered/Removed for RT components regressed against DP2

Model	Variables Entered	Variables Removed	Method
1	**RT6** "My supervisor encourages open and honest debate at all times"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**RT3** "My supervisor shares organizational information with us"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**RT5** "I find my supervisor to be credible and trustworthy"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 40: Model Summary of regression analysis of RT components against DP2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631[a]	.398	.395	1.0155
2	.700[b]	.489	.485	.9369
3	.717[c]	.514	.507	.9163

Table 41: ANOVA for model 3 for regression analysis of RT variables against DP2

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	204.243	3	68.081	81.406	.000[d]
	Residual	193.189	231	.836		
	Total	397.432	234			

Table 42: Coefficients of Model 3 for regression of RT components against DP2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	1.591	.261		6.084	.000
	RT6	.279	.054	.331	5.198	.000
	RT3	.295	.051	.317	5.779	.000
	RT5	.160	.047	.209	3.394	.001

Table 43: Variables Entered/Removed for SA components regressed against DP3

Model	Variables Entered	Variables Removed	Method
1	**SA1** "My supervisor understands his/her purpose of leadership in the organization"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**SA3** "My supervisor is comfortable in expressing his feelings"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**SA4** "My supervisor does not promise if he/she cannot deliver"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 44: Model Summary of regression analysis of SA components against DP3

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.480[a]	.231	.227	1.262
2	.537[b]	.288	.282	1.216
3	.557[c]	.310	.301	1.200

Table 45: ANOVA for model 3 for regression analysis of SA variables against DP3

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	147.662	3	49.221	34.188	.000[d]
	Residual	328.252	228	1.440		
	Total	475.914	231			

Table 46: Coefficients of Model 3 for regression of SA components against DP3

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
3	(Constant)	2.309	.339		6.821	.000
	SA1	.251	.057	.292	4.408	.000
	SA3	.214	.060	.229	3.552	.000
	SA4	.159	.059	.174	2.709	.007

Table 47: Variables Entered/Removed for BP components regressed against DP3

Model	Variables Entered	Variables Removed	Method
1	**BP3** "My supervisor listens closely to the ideas of those who disagree with him/her"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**BP2** "My supervisor objectively analyzes data before making decision"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**BP1** "My supervisor asks feedback from us when making a decision"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 48: Model Summary of regression analysis of BP components against DP3

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.432[a]	.186	.183	1.294
2	.475[b]	.225	.219	1.265
3	.497[c]	.247	.237	1.250

Table 49: ANOVA for model 3 for regression analysis of BP variables against DP3

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	118.194	3	39.398	25.215	.000[d]
	Residual	360.938	231	1.563		
	Total	479.132	234			

Table 50: Coefficients of Model 3 for regression of BP components against DP3

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	2.715	.344		7.900	.000
	BP3	.235	.062	.263	3.777	.000
	BP2	.171	.065	.185	2.631	.009
	BP1	.147	.057	.167	2.565	.011

Table 51: Variables Entered/Removed for IMP components regressed against DP3

Model	Variables Entered	Variables Removed	Method
1	**IMP2** "My supervisor shows consistency between his/her beliefs and actions/decisions"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**IMP4** "My supervisor treats all the employees fairly"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 52: Model Summary of regression analysis of IMP components against DP3

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.483[a]	.234	.230	1.230
2	.532[b]	.283	.277	1.192

Table 53: ANOVA for model 3 for regression analysis of IMP variables against DP3

Model		Sum of Squares	Df	Mean Square	F	Sig.
2	Regression	129.587	2	64.793	45.569	.000[c]
	Residual	328.452	231	1.422		
	Total	458.038	233			

Table 54: Coefficients of Model 2 for regression of IMP components against DP3

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
2	(Constant)	3.261	.260		12.545	.000
	IMP2	.269	.060	.316	4.521	.000
	IMP4	.206	.052	.278	3.988	.000

Table 55: Variables Entered/Removed for RT components regressed against DP3

Model	Variables Entered	Variables Removed	Method
1	**RT6** "My supervisor encourages open and honest debate at all times"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**RT5** "I find my supervisor to be credible and trustworthy"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**RT3** "My supervisor shares organizational information with us"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 56: Model Summary of regression analysis of RT components against DP3

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.477[a]	.227	.224	1.263
2	.519[b]	.270	.263	1.231
3	.542[c]	.293	.284	1.213

Table 57: ANOVA for model 3 for regression analysis of IMP variables against DP3

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	140.499	3	46.833	31.826	.000[d]
	Residual	338.458	230	1.472		
	Total	478.957	233			

Table 58: Coefficients of Model 3 for regression of RT components against DP3

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
3	(Constant)	2.394	.346		6.916	.000
	RT6	.217	.071	.234	3.043	.003
	RT5	.193	.063	.229	3.086	.002
	RT3	.188	.068	.184	2.776	.006

Table 59: Variables Entered/Removed for SA components regressed against DP4

Model	Variables Entered	Variables Removed	Method
1	**SA2** "My supervisor is a role-model of knowing his strengths and weaknesses"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 60: Model Summary of regression analysis of SA components against DP4

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361[a]	.130	.126	.9115

Table 61: ANOVA for model 1 for regression analysis of SA variables against DP4

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.559	1	28.559	34.373	.000[b]
	Residual	191.096	230	.831		
	Total	219.655	231			

Table 62: Coefficients of Model 1 for regression of SA components against DP4

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.860	.173		28.131	.000
	SA2	.196	.033	.361	5.863	.000

Table 63: Variables Entered/Removed for BP components regressed against DP4

Model	Variables Entered	Variables Removed	Method
1	**BP3** "My supervisor listens closely to the ideas of those who disagree with him/her"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 64: Model Summary of regression analysis of BP components against DP4

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.348[a]	.121	.117	.9327

Table 65: ANOVA for model 1 for regression analysis of BP variables against DP4

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	27.958	1	27.958	32.138	.000[b]
	Residual	202.691	233	.870		
	Total	230.649	234			

Table 66: Coefficients of Model 1 for regression of BP components against DP4

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.696	.204		23.055	.000
	BP3	.216	.038	.348	5.669	.000

Table 67: Variables Entered/Removed for IMP components regressed against DP4

Model	Variables Entered	Variables Removed	Method
1	**IMP4** "My supervisor treats all the employees fairly"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**IMP1** "My supervisor does not allow group pressure to control him/her"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 68: Model Summary of regression analysis of IMP components against DP4

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.392[a]	.154	.150	.9171
2	.426[b]	.181	.174	.9040

Table 69: ANOVA for model 1 for regression analysis of IMP variables against DP4

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	41.844	2	20.922	25.603	.000[c]
	Residual	188.764	231	.817		
	Total	230.608	233			

Table 70: Coefficients of Model 2 for regression of IMP components against DP4

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	4.421	.212		20.842	.000
	IMP4	.167	.034	.319	4.900	.000
	IMP1	.115	.041	.181	2.787	.006

Table 71: Variables Entered/Removed for RT components regressed against DP4

Model	Variables Entered	Variables Removed	Method
1	**RT6** "My supervisor encourages open and honest debate at all times"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**RT2** "My supervisor admits his/her mistakes"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**RT4** "My supervisor shares personal information with us"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 72: Model Summary of regression analysis of RT components against DP4

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441[a]	.194	.191	.8948
2	.458[b]	.210	.203	.8883
3	.473[c]	.224	.213	.8824

Table 73: ANOVA for model 3 for regression analysis of RT variables against DP4

Model		Sum of Squares	Df	Mean Square	F	Sig.
3	Regression	51.541	3	17.180	22.067	.000[d]
	Residual	179.067	230	.779		
	Total	230.608	233			

Table 74: Coefficients of Model 3 for regression of RT components against DP4

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	4.445	.236		18.861	.000
	RT6	.237	.048	.368	4.925	.000
	RT2	.100	.041	.185	2.458	.015
	RT4	-.078	.038	-.127	-2.026	.044

Table 75: Variables Entered/Removed for SA components regressed against OJS

Model	Variables Entered	Variables Removed	Method
1	**SA1** "My supervisor understands his/her purpose of leadership in the organization"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**SA3** "My supervisor is comfortable in expressing his feelings"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**SA4** "My supervisor does not promise if he/she cannot deliver"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
4	**SA2** "My supervisor is a role-model of knowing his strengths and weaknesses"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 76: Model Summary of regression analysis of SA components against OJS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592[a]	.350	.347	.82541
2	.633[b]	.401	.396	.79403
3	.653[c]	.426	.419	.77897
4	.664[d]	.442	.432	.77018

Table 77: ANOVA for model 4 for regression analysis of SA variables against OJS

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	106.467	4	26.617	44.871	.000[e]
	Residual	134.651	227	.593		
	Total	241.118	231			

Table 78: Coefficients of Model 4 for regression of SA components against OJS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
4	(Constant)	2.907	.218		13.323	.000
	SA1	.158	.052	.258	3.066	.002
	SA3	.111	.040	.166	2.740	.007
	SA4	.121	.038	.186	3.212	.002
	SA2	.121	.049	.213	2.497	.013

Table 79: Variables Entered/Removed for BP components regressed against OJS

Model	Variables Entered	Variables Removed	Method
1	**BP3** "My supervisor listens closely to the ideas of those who disagree with him/her"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**BP1** "My supervisor asks feedback from us when making a decision"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**BP2** "My supervisor objectively analyzes data before making decision"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 80: Model Summary of regression analysis of BP components against OJS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565[a]	.319	.316	.84450
2	.627[b]	.393	.388	.79916
3	.647[c]	.418	.410	.78410

Table 81: ANOVA for model 3 for regression analysis of BP variables against OJS

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	101.992	3	33.997	55.297	.000[d]
	Residual	142.022	231	.615		
	Total	244.014	234			

Table 82: Coefficients of Model 3 for regression of BP components against OJS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	2.881	.216		13.362	.000
	BP3	.228	.039	.357	5.829	.000
	BP1	.156	.036	.249	4.346	.000
	BP2	.129	.041	.195	3.162	.002

Table 83: Variables Entered/Removed for IMP components regressed against OJS

Model	Variables Entered	Variables Removed	Method
1	**IMP4** "My supervisor treats all the employees fairly"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**IMP2** "My supervisor shows consistency between his/her beliefs and actions/decisions"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**IMP3** "My supervisor allows other people to know where he/she stands on controversial issues"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 84: Model Summary of regression analysis of IMP components against OJS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624[a]	.390	.387	.79932
2	.697[b]	.486	.481	.73561
3	.705[c]	.498	.491	.72855

Table 85: ANOVA for model 3 for regression analysis of IMP variables against OJS

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	121.404	3	40.468	76.243	.000[d]
	Residual	122.610	231	.531		
	Total	244.014	234			

Table 86: Coefficients of Model 3 for regression of IMP components against OJS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	3.069	.189		16.219	.000
	IMP4	.196	.032	.365	6.112	.000
	IMP2	.209	.037	.340	5.684	.000
	IMP3	.093	.040	.130	2.350	.020

Table 87: Variables Entered/Removed for RT components regressed against OJS

Model	Variables Entered	Variables Removed	Method
1	**RT6** "My supervisor encourages open and honest debate at all times"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	**RT3** "My supervisor shares organizational information with us'	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	**RT5** "I find my supervisor to be credible and trustworthy"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
4	**RT2** "My supervisor admits his/her mistakes"	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Table 88: Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668[a]	.446	.444	.76152
2	.719[b]	.517	.513	.71291
3	.743[c]	.552	.546	.68799
4	.748[d]	.560	.552	.68341

Table 89: ANOVA for model 4 for regression analysis RT variables against OJS

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	136.593	4	34.148	73.115	.000[e]
	Residual	107.421	230	.467		
	Total	244.014	234			

Table 90: Coefficients of Model 4 for regression of RT components against OJS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
4	(Constant)	2.463	.198		12.413	.000
	RT6	.221	.042	.334	5.315	.000
	RT3	.167	.040	.229	4.149	.000
	RT5	.127	.037	.211	3.431	.001
	RT2	.071	.035	.128	2.027	.044

Table 91: Independent Samples Test Of DP1 “Feeling Excited to come to work” on "Type of Organization"

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP1	Equal variances assumed	4.928	.027	3.859	233	.000	.8016661	.2077463	.3923649	1.2109674
	Equal variances not assumed			3.992	189.377	.000	.8016661	.2007961	.4055819	1.1977504

Table 91: Independent Samples Test Of DP2 "Feeling secure to provide suggestion and ideas"

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP2	Equal variances assumed	2.270	**.133**	2.435	233	**.016**	.4274	.1756	.0816	.7733
	Equal variances not assumed			2.526	190.783	.012	.4274	.1692	.0936	.7612

Table 92: Group Statistics- Means of DP1 for type of organization

	What type of organization do you work in?	N	Mean	Std. Deviation	Std. Error Mean
DP1	Not-For-Profit	84	5.742063	1.4088563	.1537188
	For-Profit	151	4.940397	1.5874910	.1291882

Table 93: Group Statistics- Means for Not-For-Profit and For-Profit Organization for DP2

	What type of organization do you work in?	N	Mean	Std. Deviation	Std. Error Mean
DP2	Not-For-Profit	84	5.792	1.1827	.1290
	For-Profit	151	5.364	1.3453	.1095

Table 94: Independent Samples Test of type of organization for DP2 "Feeling secure to provide suggestions"

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP2	Equal variances assumed	2.270	.133	2.435	233	.016	.4274	.1756	.0816	.7733
	Equal variances not assumed			2.526	190.783	.012	.4274	.1692	.0936	.7612

Table 95: Independent Samples Test of type of organization for DP3 "Feeling empowered to make own decision"

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP3	Equal variances assumed	2.609	.108	.288	233	.774	.056	.195	-.328	.441
	Equal variances not assumed			.274	148.665	.784	.056	.205	-.349	.461

Table 96: Group Statistics

	What type of organization do you work in?	N	Mean	Std. Deviation	Std. Error Mean
DP3	Not-For-Profit	84	5.62	1.590	.173
	For-Profit	151	5.56	1.340	.109

Table 97: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP4	Equal variances assumed	3.417	.066	3.213	233	.002	.4257	.1325	.1646	.6868
	Equal variances not assumed			3.480	212.822	.001	.4257	.1224	.1846	.6669

Table 98: Group Statistics

	What type of organization do you work in?	N	Mean	Std. Deviation	Std. Error Mean
DP4	Not-For-Profit	84	6.071	.7959	.0868
	For-Profit	151	5.646	1.0592	.0862

Table 99: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
OJS	Equal variances assumed	.006	.937	3.135	233	.002	.42774	.13645	.15891	.69657
	Equal variances not assumed			3.117	168.692	.002	.42774	.13725	.15679	.69869

Table 100:Group Statistics

	What type of organization do you work in?	N	Mean	Std. Deviation	Std. Error Mean
OJS	Not-For-Profit	84	5.8061	1.01564	.11082
	For-Profit	151	5.3783	.99506	.08098

Table 101:Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP1	Equal variances assumed	1.052	.306	-1.613	233	.108	-.3446681	.2136689	-.7656381	.0763018
	Equal variances not assumed			-1.671	186.640	.096	-.3446681	.2062345	-.7515185	.0621822

Table 102: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP2	Equal variances assumed	2.270	.133	2.435	233	.016	.4274	.1756	.0816	.7733
	Equal variances not assumed			2.526	190.783	.012	.4274	.1692	.0936	.7612

Table 103: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP3	Equal variances assumed	.343	.558	-.608	233	.544	-.119	.196	-.504	.266
	Equal variances not assumed			-.622	179.489	.535	-.119	.191	-.497	.259

Table 104: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP4	Equal variances assumed	.051	.822	-1.270	233	.205	-.1718	.1353	-.4384	.0948
	Equal variances not assumed			-1.258	164.307	.210	-.1718	.1366	-.4414	.0978

Table 105: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
OJS	Equal variances assumed	3.570	.060	-1.424	233	.156	-.19804	.13907	-.47203	.07595
	Equal variances not assumed			-1.527	204.452	.128	-.19804	.12966	-.45369	.05761

Table 106: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP1	Equal variances assumed	.096	.757	.446	233	.656	.0917576	.2057203	-.3135520	.4970671
	Equal variances not assumed			.446	228.791	.656	.0917576	.2058148	-.3137773	.4972924

Table 107: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP2	Equal variances assumed	1.928	.166	1.725	233	.086	.2927	.1697	-.0415	.6270
	Equal variances not assumed			1.738	232.946	.084	.2927	.1684	-.0391	.6246

Table 108: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP3	Equal variances assumed	.026	.872	.810	233	.419	.152	.187	-.217	.520
	Equal variances not assumed			.809	227.902	.419	.152	.187	-.218	.521

Table 109: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
DP4	Equal variances assumed	.008	.928	.754	233	.451	.0980	.1299	-.1580	.3540
	Equal variances not assumed			.754	228.349	.452	.0980	.1300	-.1582	.3542

Table 110: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
OJS	Equal variances assumed	.070	.792	1.189	233	.236	.15853	.13338	-.10426	.42132
	Equal variances not assumed			1.193	231.818	.234	.15853	.13290	-.10331	.42037

Table 111: One-way ANOVA for DP1 on "Employee Career Level"

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	23.156	2	11.578	4.846	**.009**
Within Groups	554.296	232	2.389		
Total	577.452	234			

Table 112: Means of one-way ANOVA for DP1 on "Employee Career Level"

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
First-Line	54	4.654321	1.7470706	.2377462	4.177463	5.131179	1.0000	7.0000
Middle	147	5.383220	1.4661860	.1209290	5.144222	5.622217	1.0000	7.0000
Upper	34	**5.460784**	1.5440005	.2647939	4.922057	5.999512	1.6667	7.0000
Total	235	5.226950	1.5709047	.1024745	5.025060	5.428841	1.0000	7.0000

Table 113: Post-Hoc analysis for Career Level and DP1

(I) Career Level	Career Level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
First	Middle	-.7288990*	.2459627	**.009**	-1.309090	-.148708
	Upper	-.8064633*	.3384011	**.047**	-1.604703	-.008224
Middle	First	.7288990*	.2459627	**.009**	.148708	1.309090
	Upper	-.0775644	.2941494	.962	-.771420	.616292
Upper	First	.8064633*	.3384011	**.047**	.008224	1.604703
	Middle	.0775644	.2941494	.962	-.616292	.771420

Table 114: One-way ANOVA for DP2 on "Employee Career Level"

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.785	2	2.892	1.713	**.183**
Within Groups	391.647	232	1.688		
Total	397.432	234			

Table 115: One-way ANOVA for DP3 on "Employee Career Level"

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.151	2	.075	.037	**.964**
Within Groups	478.981	232	2.065		
Total	479.132	234			

Table 116: One-way ANOVA for DP4 on "Employee Career Level"

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.896	2	.448	.452	**.637**
Within Groups	229.753	232	.990		
Total	230.649	234			

Table 117: One-way ANOVA for OJS on "Employee Career Level"

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.059	2	2.030	1.962	.143
Within Groups	239.955	232	1.034		
Total	244.014	234			

Questionnaire Exploring

The Impact of Authentic Leadership on Employees Satisfaction in Lebanese organizations.

Dear HR Officer,

My name is Carmen Pashayan. I am a graduate student at Haigazian University. As part of the fulfillment of my MBA – Management degree, I am conducting a survey study to assess the impact of Authentic Leadership on employee satisfaction in Lebanon.

The survey is brief – it takes about 10 minutes and is 100% confidential.

I want to send the link of my online survey to your organization through you and I hope that you would facilitate the participation of your employees in my survey.

I am looking forward to your crucial support and I hope that you agree that the topic of my thesis is a fundamental HR issue for organizations.

Thank you for your valuable time and I am looking forward to receiving your feedback.

https://www.surveymonkey.com/r/WP6ZPFP

Sincerely,

Carmen Pashayan.

No	To what extent do you agree with the following statements?	Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
Authentic Leadership								
1	My supervisor asks feedback from us when making a decision							
2	My supervisor says exactly what he/she thinks							
3	My supervisor admits his/her mistakes							
4	My supervisor shares personal information with us							
5	My supervisor shares organizational information with us							
6	My supervisor objectively analyzes data before making decision							
7	My supervisor does not allow group pressure to control him/her							
8	My supervisor shows consistency between his/her beliefs and actions/decisions							
9	My supervisor understands his/her purpose of leadership in the organization							
10	My supervisor is a role-model of knowing his/her strengths and weaknesses							
11	My supervisor allows other people to know where he/she stands on controversial issues							
12	I find my supervisor to be credible and trustworthy							
13	My supervisor is comfortable in expressing his feelings							
14	My supervisor listens closely to the ideas of those who disagree with him/her							
15	My supervisor encourages open and honest debate at all time							
16	My supervisor does not promise if he/she cannot deliver							
17	My supervisor treats all the employees fairly at work							

No.	To what extent do you agree with the following statements?	Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
Job Satisfaction								
1	I feel excited to come to work							
2	I donot want to leave my organization							
3	My work gives me a feeling of personal accomplishment							
4	I participate in the decision making process of my supervisor							
5	My supervisor trusts me to handle difficult situations							
6	I feel empowered in making my own decisions							
7	I recognize my values, strengths and weaknesses							
8	I am comfortable in expressing my feelings							

What type of organization do you work in?

---------- For-Profit ---------- Not-For-profit

What is your gender?

---------- Male ---------- Female

What is your supervisor's gender?

---------- Male ---------- Female

What is your career level in the organization?

---------- First-Line ---------- Middle ---------- Upper

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