

E-CELENT!

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

**Thomas H. Tonkin  
Regent University**

## ***ABSTRACT***

*With the corporate scandals of the 2000s, many employees in organizations are clamoring for authenticity in their leaders. Though authenticity appears to be a noble trait, how effective is this as a leadership approach, specifically in increasing altruistic employee organizational citizenship behaviors? Is authentic leadership more effective than other leadership approaches, such as transformational leadership? This study examined the extent to which authentic leadership is a stronger predictor of employee organizational citizenship behavior (OCBs) compared to transformational leadership. The analysis also investigated the extent to which overall job satisfaction mediated the relationship between authentic leadership and OCBs. The findings suggest that in fact there was not a difference in authentic leadership led -*

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leadership, was formulated by scholars Avolio and Gardner (2005) as they chronicled the events, needs and backdrop that induced research in this field. This particular article was a special issue that addressed the inaugural summit hosted by the Gallup Leadership Institute at the University of Nebraska-Lincoln in 2004 on Authentic Leadership. Dr. James (AJD) Cameron and Dr. ...

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

If one of leadership's main goals is to increase the effectiveness of organizations (Yukl, 2010), which implies the question: which dimensions of leadership are considered of greater

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

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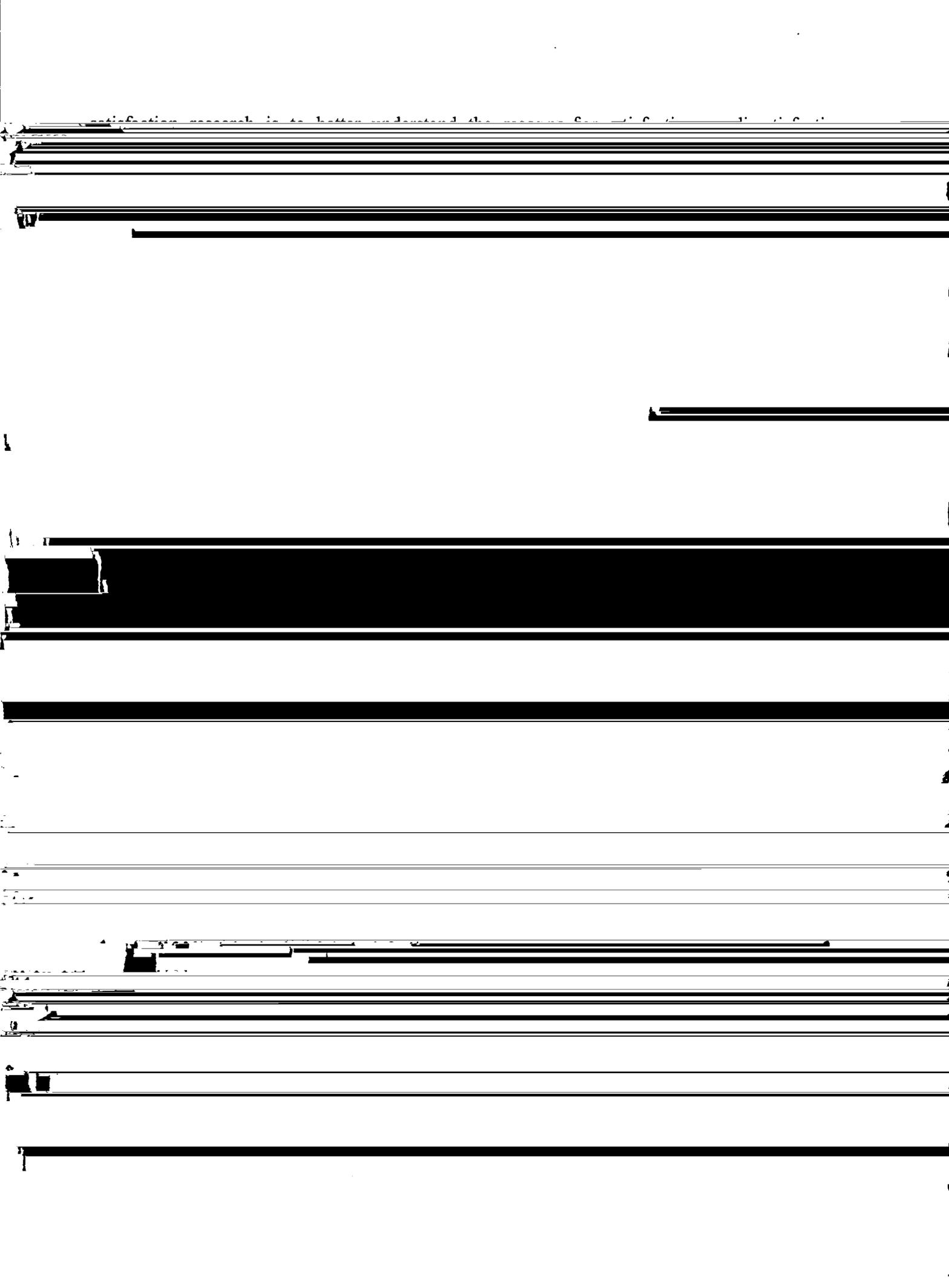
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*Hypothesis 1c Ethics and morals has a stronger relationship to altruism than transformational leadership.*

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

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

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

(82%) responses, of which 129 (75%) complete in their entirety. Hair, Black, Babin, and Anderson (2010) recommend between 15-20 survey respondents for each independent variable within a study to achieve sufficient statistical power. There were four independent variables

specific to job satisfaction. Specifically, these facets were, general job satisfaction, internal motivation to work, growth satisfaction, pay satisfaction, security satisfaction, social





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

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

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

| Altruism   | R Square Change | Unstandardized |      | Standardized | Sig. |
|------------|-----------------|----------------|------|--------------|------|
|            |                 | B              | SE   | $\beta$      |      |
| Model 4    | .22             |                |      |              |      |
| (Constant) |                 | 1.918          | .829 |              | .022 |
| Age        |                 | .055           | .127 | .037         | .665 |
| Education  |                 | .035           | .067 | .042         | .608 |
| Tenure     |                 | .068           | .080 | .073         | .391 |
| Gender     |                 | .323           | .202 | .139         | .113 |

d) 1092) Employees that are compliant usually seek approval by conducting themselves in a

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

In this study, overall job satisfaction was positively and significantly correlated to altruism ( $r = .34$ ;  $p < .01$ ) and overall job satisfaction as the dependent variable had a significant correlation to all subscales of authentic leadership controlling for age, education,

Utilizing the same method as described, a similar test was conducted with general

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Table 13

Summary of the Proposed Environmental Results

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