

EFFECTS OF AUTHENTIC LEADERSHIP ON PERFORMANCE THROUGH
THE MEDIATING ROLES OF TRUST IN LEADER AND WORK
ENGAGEMENT

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ABSTRACT

EFFECTS OF AUTHENTIC LEADERSHIP ON PERFORMANCE THROUGH THE MEDIATING ROLES OF TRUST IN LEADER AND WORK ENGAGEMENT

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The purpose of the present study was to examine the relationship between authentic leadership and follower performance where trust in leader and work engagement served as mediators.

Data were gathered from 103 employees and 45 of their supervisors. Forty-nine (47.6%) employees were from private and the rest was from public sector, their ages ranging between 21 and 58 ($M = 32.49$, $SD = 6.55$). 54.4% of the employees were women. Twenty-six supervisors (57.8%) were from private and the rest was from public sector. Seventeen supervisors were women (37.8%) with the age between 32 and 51 years ($M = 41.59$; $SD = 5.13$). Four supervisors did not answer any demographic question. Out of original sample, 84 employees were matched with 39 supervisors.

Series of regression analyses were conducted to test the proposed hypotheses. Results indicated that authentic leadership predicted benevolence, integrity, trust in leader, work engagement, task performance and organizational

citizenship behavior (OCB). Benevolence and integrity predicted trust in leader but only benevolence mediated the relationship between authentic leadership and trust in leader. Trust in leader predicted both performance outcomes, but did not have a mediating effect. Work engagement mediated authentic leadership and OCB relationship. The authentic leadership did not predict performance outcomes, over transformational leadership.

Additionally mediation effects of benevolence, integrity and trust in leader were investigated for the relationship between authentic leadership and performance outcomes, benevolence appeared as the only mediator. The results are discussed along with limitations, practical implications and suggestions for future research.

Keywords: Authentic Leadership, Trust in Leader, Trustworthiness, Performance, Work Engagement

ÖZ

OTANTİK (ÖZGÜN) LİDERLİK TARZININ YÖNETİCİYE GÜVEN VE İŞE TUTKUNLUK ARACI DEĞİŞKENLERİ YOLUYLA PERFORMANS ÜZERİNE ETKİSİ

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Bu çalışmanın amacı, yöneticiye güven ile işe tutkunluk aracı değişkenler iken, özgün (otantik) liderlik ile çalışan performansı arasındaki ilişkiyi araştırmaktır.

Veriler 103 çalışan ve 45 yöneticiden toplanmıştır. Çalışanların 49'u (%47.6'sı) özel, gerisi kamu sektöründe çalışmaktadır. Çalışanların %54,4'ü kadın gerisi erkektir, yaşları 21 ile 58 arasında olup ($M = 32.49$, $SD = 6.55$), yöneticileriyle çalıştıkları süre bir ay ile 11 yıl arasında değişmektedir ($M = 1.83$; $SD = 2$). Yöneticilerin 26'sı (%57.8) özel, 19'u (%42.2) kamu sektöründe çalışmaktadır ve 17'si kadın (%37.8) 24'ü erkektir (%53.3). Yaşları 32 ile 51 arasında değişen yöneticilerin ($M = 41.59$; $SD = 5.13$) yöneticilik deneyimleri 10 ay ile 25 yıl arasındadır ($M = 7.55$, $SD = 6.90$). Dört yönetici demografik sorulara yanıt vermemiştir. 103 çalışan ve 45 yöneticiden, 84 çalışan 39 yönetici ile eşleştirilebilmiştir.

Önerilen hipotezleri test etmek için bir dizi regresyon ve aracı model analizi yürütülmüştür. Sonuçlar, özgün liderliğin yardımseverlik, sağlam-karakter,

yöneticiye güven, işe tutkunk, görev performansı ve örgütsel vatandaşlık davranışını yordadığını göstermiştir. Güvenilirlik özelliklerinden yardımseverlik ve sağlam-karakterin yöneticiye güveni yordadığını ancak özgün liderlik ve yöneticiye güven ilişkisinde sadece yardımseverlik aracılık etmiştir. Yöneticiye güven hem görev performansını hem de örgütsel vatandaşlık davranışını yordamıştır ama özgün liderlik ile performans sonuçları arasındaki ilişkiye aracılık etmemiştir. İşe tutkunluk değişkeninin, özgün liderlik ile örgütsel vatandaşlık davranışı ilişkisinde aracılık etkisi vardır. Özgün liderlik, çalışan performansını dönüştürücü liderlik tarzının ötesinde yordamamıştır.

Ek analizler yardımseverlik, sağlam-karakter ve yöneticiye güven aracı iken, özgün liderlik ile performans sonuçlarını sadece yardımseverliğin yordadığını göstermiştir. Bulgular, çalışmanın kısıtları, yöneticiler ve gelecekteki araştırmalar için önerilerle birlikte tartışılmıştır.

Anahtar Kelimeler: Özgün (Otantik) Liderlik, Yöneticiye Güven, Güvenilirlik, Performans, İşe Tutkunluk

To Mine and Ahmet Eren,

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LIST OF ABBREVIATIONS

OCB: Organizational Citizenship Behavior

POB: Positive Organizational Behavior

CHAPTER

1. INTRODUCTION

1.1. Overview

The focus of early studies of leadership theory and research were on the dispositional characteristics of effective leaders, and over time the focus evolved from dispositions to cognitions, attributes, behaviors and contexts in which leaders and followers take place interactively (Avolio, 2007). House's Charismatic Leadership Theory (1977), Conger and Kanungo's Charismatic Theory (1985), Burn's Theory of Transforming Leadership (1978) and Bass' Transformational Leadership Theory (1985) became prominent through this evolution and got the attention of many researchers from the time they were proposed.

In recent years, formed on the basis of transformational and charismatic leadership, a new leadership theory called authentic leadership was proposed by Luthans and Avolio (2003). Authentic leadership was presented with an assertion to bring more integrative view for leadership theory (Avolio, 2007) which included cognitive elements, individual and group behaviors, historical context, proximal context (e.g. work or unit climate), and distal context (e.g. organizational culture and social-cultural environment).

The theoretical framework of authentic leadership was the result of different studies (Avolio, 2007; Avolio, Gardner, Walumbwa, Luthans, & May, 2004; Avolio, Luthans, & Walumbwa, 2004; Gardner, Avolio, Luthans, May, & Walumbwa, 2005; Ilies, Morgeson, & Nahrgang, 2005; Luthans & Avolio, 2003; May, Chan, Hodges, & Avolio, 2003; Shamir & Eliahu, 2005). Those studies are followed by empirical research (Çeri-Booms, 2010; Peterson, Walumbwa, Avolio & Hannah, 2012; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008; Walumbwa, Wang, Wang, Schaubroeck, & Avolio, 2010). Number of these studies are still few to come up with clear results about authentic leadership and its consequences.

The present study aimed to examine the construct validity of authentic leadership measure in Turkish culture. Avolio, Walumbwa and Weber (2009) emphasized the need for searching additional evidence for the construct validity of authentic leadership measure and examining authentic leadership in different cultures. In Turkish literature, few empirical studies have been found related to this type of leadership (e.g. Akgündüz, 2012; Çeri-Booms, 2009; Gündoğdu 2010). The second purpose of this study was to see the relationship between authentic leadership style and follower performance where trust in leader and work engagement served as mediators. Third goal of the current study was to examine predictive validity of authentic leadership measure for important work attitudes and behaviors, beyond what transformational leadership offer. Within this framework effects of authentic leadership style was compared to transformational leadership style.

The authentic leadership concept was accepted to be multi-level as it may function in different levels of analysis including individual, team, and organizational levels (Avolio, Luthans, & Walumbwa, 2004) and there was a need to examine the effect of authentic leadership on different work outcomes at differing levels. According to Wayne, Shore, and Liden (1997), “*the exchange between an employee and his or her direct superior is the primary determinant of employee behavior*” (p. 103). Following this idea, in the present study relationship between leader and follower was examined at the individual level, direct manager of an employee was accepted as the leader. The present study also aimed to put forth evidence on the concept of work engagement which was studied by few researchers in Turkey (e.g. Bal, 2008; Dalay, 2007; Güneşer, 2007; Metin, 2010) and still a new subject in global literature.

The present study also aimed to examine whether leadership perceptions of employees were different from the leadership perceptions of their direct supervisors. With this aim both employees and their direct supervisors were asked to rate supervisors’ leadership behaviors. In the following sections, the leadership theories are examined briefly and authentic leadership is examined in more detail. And in further sections the method used in this study and results of the analyses done for hypotheses testing are presented, and findings are discussed.

1.2. Leadership Styles

1.2.1. Definition of Leadership

The study of leadership has been an important subject in research area of management and organization behavior for so many years. It was claimed by Bass (1990) that there are almost as many definitions of leadership as there were persons who attempted to define the concept and Yukl (1989) indicated that individual perspective of researchers and the aspect of the phenomenon of most interest to them play a role when defining this term. Bass (1990) also pointed out that leadership has been conceived as the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power relation, as an instrument to achieve goals, as an effect of interaction, as a differentiated role, as initiation of structure, and as many combinations of these definitions. Yukl (1989) also denoted the multi focus structure of leadership and stated that

“leadership has been defined in terms of individual traits, leader behaviors, interaction patterns, role relationships, follower perceptions, influence over followers, influence on task goals, and influence on organizational culture”(p. 252).

Further, by indicating multi focus structure of leadership, he also emphasized that most definitions of leadership involved an influence process., However, the numerous definitions of leadership that had been proposed appear to have little else in common. He also stated that leadership definitions differ in many respects, including important differences in who exerts influence, the purpose of influence attempts, and the manner in which influence is exerted (Yukl, 1989)

Considering these facets given above, leadership can be defined as an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of the members (Bass, 1990). It is also important to note that leadership is a social process that can occur at the individual, dyadic, group, or strategic level, where it can be shared within a top management team (Avolio et al.,2009).

Being inspired from the definitions of leadership in the literature, Jex and Britt (2008) summarize the importance of leadership with four functions 1) leaders provide strategic direction and vision to groups or entire organization; 2) leaders

function to motivate and coach behaviors 3) leaders take role in enforcement and interpretation of policies; 4) leaders have responsibility for obtaining resources for groups. These functions will be the cornerstone of any kind of leadership theories that will be discussed below.

1.2.2. Leadership Theories and Leadership Styles

As there are many definitions related to leadership, there are also many different theories and model developed in this research field. Bass (1990) classifies these theories with the following titles in his handbook: Great-Man Theories, Trait Theories, Situational Theories, Personal- Situational Theories, Psychoanalytic Theories, Political Theories, Humanistic Theories, Interaction and Social Learning Theories, Theories and Models of Interactive Processes, and Perceptual and Cognitive Theories. Yukl (1989) gives more simplified classification for leadership theories and aggregates these theories under four approaches: trait approach, behavior approach, power-influence approach, and situational approach. While trait approach emphasizes the personal attributes of leaders, behavior approach emphasizes what leaders and managers actually do on the job and the relationship of behavior to managerial effectiveness. Power-influence approach attempts to explain leadership effectiveness in terms of the amount of the power possessed by a leader, the types of power, and how power is exercised. Situational approach emphasizes the importance of contextual factors such as the leader's authority and discretion, the nature of the work performed by the leader's unit, the attributes of subordinates, and the nature of the external environment.

1.2.3. New approaches for Leadership Taxonomy: Charismatic, Transformational and Transactional Leadership

The theories of transformational and charismatic leadership were not classified within the four approaches Yukl (1989) made. That's because those theories simultaneously involve leader traits, behaviors, power and situational variables. House's Charismatic Leadership Theory (1977), Conger and Kanungo's Charismatic Theory (1985), Burn's Theory of Transforming Leadership (1978) and Bass' Transformational Leadership Theory (1985) are the well-known theories in this group.

In the 1980's charismatic and transformational leadership gained popularity in management research based on the works by House (1977), Bass (1985) and Conger and Kanungo (1985 & 1987). For example, House (1977) discussed the effects of charismatic leaders in terms of inspiring to give unquestionable obedience, loyalty, commitment and devotion to the leader and his ideas; causing the followers to model their behaviors, and functioning as change agents. Furthermore, he mentioned the traits of charismatic leaders like dominance, self-confidence, need for influence, and moral conviction. Finally, he pointed out to their behaviors such as role modeling, image building, goal articulation, and demonstration of high expectations and confidence in followers. Further, House argued that charismatic leadership should be defined concerning both impact upon followers, traits and behaviors.

In the effort of expanding the theory, by emphasizing the interaction between leaders and followers, Conger and Kanungo (1987) included more elements of charismatic leadership including articulating an innovative strategic vision, showing sensitivity to member needs, displaying unconventional behavior, taking personal risks, and showing sensitivity to the environment (identifying constraints, threats, and opportunities). Yukl (1989) cited Weber who indicated charismatic leadership in more narrow terms and possessing a divinely inspired gift, and cited Bass who denoted that followers idolize the leader as a hero or spiritual figure in charismatic leadership. Reviewing the literature it can be concluded that recent theories about charismatic leadership have described it in terms of the amount of leader influence over followers and the type of leader-follower relationship that had emerged rather than a divine or heroic figure.

In addition to charismatic leader characteristics and effects, Burns (1978) presented the paradigm of transformational leadership which also included the component of charisma. Furthermore, Burns (1978) proposed that transformational leadership have augmented the effects of transactional leadership on the efforts, satisfaction, and effectiveness of subordinates. According to Burns (1978), transformational leader asks followers to transcend their own self interests for the good of the group, organization, or society (goal motivation); to consider the long term needs to develop themselves (higher level self actualization needs), rather than

their needs of the moment and to become more aware of what is really important as the transactional leadership concept proposes. Transactional leadership means asking followers to agree with, accept, or comply with the leader, in exchange for praise, rewards, and resources or the avoidance of disciplinary action. So the relationship is based on this exchange. Leaders following this style monitor for deviances, mistakes, and errors and then take corrective action when needed (Bass, Avolio, Jung & Berson, 2003). According to Burns, the transformational and transactional leaderships are contrasting, whereas Bass (1985) defined these terms as different but partially overlapping. This means Transactional vs. transformational model of Bass, represents as having both lower and higher order changes in subordinates (Bass, Avolio, & Goodheim, 1987). A lower order of change involves leadership as an exchange process which is defined by transactional relationship. This form of leadership depends on the leader's power to reinforce subordinates for their successful completion of the bargain. Higher order of change is revealed in the term of Burns' transformational leader which is defined in the previous paragraph. To summarize, transformational leadership is differentiated from transactional leadership by an exchange process to motivate follower compliance with leader requests and organization rules (Yukl, 1999).

At the end of 1980's experimental research had concentrated primarily on lower-order changes and higher-order changes in subordinates caused by charismatic and inspirational leadership, received little empirical attention (only by examining how world-class leaders differ on five transactional/transformational leadership factors) in the literature (Bass, Avolio, and Goodheim, 1987). Lewin and Lippitt's (1938) and Lewin, Lippitt, and White's (1939) experiments on autocratic, democratic and laissez-faire leadership in boys' club are early examples of lower-order changes. After 1990's it can be said that attention on charismatic and inspirational leadership augmented and developed progressively.

Today some researchers use the terms charismatic and transformational leadership interchangeably (Jex & Britt, 2008). However Bass (1985) views transformational leadership as more than another term for charisma and differentiate them in the context of empowerment and elevating followers. While the transformational leaders seek to empower and elevate followers, some charismatic

leaders may seek to keep followers weak and dependent, and to instill personal loyalty rather than commitment to ideals. There is also a view which accepts transformational and charismatic leadership as distinct but partially overlapping processes (Yukl, 1999).

To measure different behaviors involved in transformational and transactional leadership, Multifactor Leadership Questionnaire (MLQ) was developed by Bass and Avolio (1993&1995). The questionnaire included items regarding laissez-faire behavior other than transformational and transactional leadership styles. The content of the MLQ has varied somewhat over time, and additional transformational and transactional behaviors have been added and subfactors have been redefined in the recent versions (Avolio, Bass & Jung, 1999). According to this redefinition transformational leadership includes individualized consideration, intellectual stimulation, idealized influence (charisma), and inspirational motivation; transactional leadership includes contingent reward behavior, active management by exception, and laissez-faire leadership includes passive management by exception and laissez-faire behaviors.

Bass (1985) argued that transformational leadership can elevate a follower's motivation and performance to the higher levels of accomplishment. In the literature positive consequences of transformational leadership such as higher level of effort, satisfaction and performance; creation of trust or satisfaction for followers, have been investigated. In a meta-analytical review, Lowe, Kroeck, and Sivasubramaniam (1996) found that the key elements of transformational leadership correlated positively with subordinate satisfaction and performance. Bass, Avolio, Jung, and Berson (2003) found direct relationships between transformational leadership and unit performance. Podsakoff, Mackenzie, and Moorman (1990) also provided evidence for transformational leadership and organizational citizenship behavior relationship through the mediating effect of trust in leader and satisfaction.

Although transformational leadership seems to have empirical evidence for its components and effectiveness, different authors pointed out the need to expand the leadership concept to construct a basis for all leadership. One of the most studied leadership style in this respect is authentic leadership. The following sections focuses on explaining the concept and construct of this leadership.

1.3. Authentic Leadership

Authenticity, origins from Greek *authentikos*, is defined by Merriam-Webster dictionary as “true to one's own personality, spirit, or character.” To express more precisely, authenticity can be defined as owning one’s personal experiences (like values, thoughts, emotions, preferences, and beliefs), expressing them and acting in accordance with his/her real thoughts and beliefs (Harter, 2002). So, authentic leaders are the ones who are true to themselves. Gardner, Avolio, Luthans, May, and Walumbwa (2005) add another dimension to this expression and define authentic leaders as the ones who are both true to themselves and who lead others to be authentic by their help. Furthermore, authentic leadership is defined as a leadership style in which leaders behave transparently and ethically encouraging their followers to be open in sharing information needed for decision making procedure while accepting their inputs (Avolio, Walumbwa, & Weber, 2009).

In their initial model, Luthans and Avolio (2003) define authentic leadership considering its antecedents and consequences. According to Luthans and Avolio (2003) construct of a leadership is “a process that draws from both psychological capacities and 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”(p. 243).

The literature on authentic leadership broadened by many researches (Avolio & Gardner, 2005; Avolio, Gardner, Walumbwa, Luthans, & May, 2004; Ilies, Morgeson & Nahrgang, 2005; May et al., 2003; Peterson, et al., 2012; Walumbwa, et al., 2008; Walumbwa et al., 2010 in the last decade following work of Luthans and Avolio (2003). For example, Avolio, Gardner et al. (2004) focused on the theoretical framework about how authentic leaders influence follower attitudes, behaviors, and performance considering positive organizational behavior, identification, trust, hope and emotion. Following this work, Gardner et al. (2005) also explained how follower attitudes and behaviors are influenced by authentic leadership theoretically. Then again, they concentrated on the core self-awareness and self regulation components of authentic leadership and how they create authentic followers with positive modeling, accepting personal histories and trigger events as antecedents.

Ilies, Morgeson and Nahrgang (2005) presented a model where authentic leader and follower development that focused on the elements of authenticity and the processes that linked authentic leadership with well-being of leaders and followers. Shamir and Eliahu (2005) provided definitions for the authentic leader, authentic leadership, and authentic leadership development and argued the importance of life-story in the development of authentic leaders. May et al. (2003) provided a model of authentic leadership development articulating moral components and decision making processes. Avolio and Gardner (2005) contributed to authentic leadership literature by discussing alternative conceptual foundations and definitions for the constructs of authenticity, authentic leaders, authentic leadership, and authentic leadership development, defining components and comparing authentic leadership with other leadership styles.

Avolio (2007) claimed that for a more integrative view of leadership theory, building cognitive elements, individual and group behaviors (leadership behaviors can be directed both to a follower or a group of followers), historical context, proximal context (e.g. work or unit climate, group characteristics, task characteristics, and performance domain), and distal context (comprising organizational culture and characteristics of the broader social-cultural environment) should also have been included and all these factors had been captured in authentic leadership development model of Gardner et al. (2005) in some way.

Besides the development of theoretical framework, some researchers brought evidences about the effects authentic leadership. Walumbwa et al. (2008) developed a measure for authentic leadership and tested its predictive validity for work attitudes and behaviors; Walumbwa et al. (2010) examined the direct and indirect effects of authentic leadership on organizational citizenship behavior and work engagement; Peterson et al. (2012) examined the relationship between authentic leadership and follower job performance through the mediating roles of positive emotions and psychological capital. Jensen and Luthans (2006) provided evidence for the psychological capacities as the antecedents of authentic leadership.

Given the researches mentioned above antecedents, consequences or components of authentic leadership are discussed by theoretical or empirical studies.

This study aims to touch upon these antecedents and components briefly to make the concept of authentic leadership clearer.

1.3.1. Basis and Antecedents of Authentic Leadership

Luthans and Avolio (2003) claimed that positive psychology could be the basis for leadership development in their article examining the structure of genuine leadership development. The term positive psychology was proposed by Martin Seligman in 1998, to emphasize the need for studies about building positive qualities in life, as well as repairing worst things in life (Cameron, Dutton, & Quinn, 2003; Seligman & Csikzentmihaly, 2000). According to Seligman (2002) after WWII traditional psychology has focused mostly on human problems and how to remedy them; omitting the study of what can go right with people or good life (Cameron et al., 2003; Peterson & Seligman, 2003). “Positive psychology” aimed to improve interest in strengths and building, keeping and improving positive things in life in psychological studies. Positive psychology does not represent a single theory, it captures different theories which focus on dynamics that are typically described by words such as excellence, thriving, flourishing, abundance, reliance, or virtuousness (Cameron et al., 2003) and it has also been drawn into the field of organizational behavior (e.g. Luthans, 2002a; 2002b). Luthans (2002b) defined Positive Organizational Behavior (POB) as

“the study and application of positively oriented human resources strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today’s workplace” (p.59).

Thus we can infer that POB is an adaptation of positive psychology into the organizational setting. Luthans and Avolio (2003) differentiate POB from positive psychology in two ways: POB focuses more on micro level and state like (which enables continuous development) psychological capacities whereas positive psychology focuses more on macro level and dispositional characteristics. These writers emphasize the importance of state like psychological capacities since authentic leadership theory is grounded on the assumption of development.

The above assertions mean that the authentic leadership theory is built on the assumption that authentic leaders and authentic followers can be developed

through improvement of their psychological capacities such as confidence, hope, optimism and resilience. Confidence is a term of positive organizational behavior (Luthans, 2002a) which refers to self efficacy. Self efficacy can be defined as one's belief in her/his ability to perform a specific task by exhibiting the required behavior to maintain desired outcome (Bandura, 1977, 1997). Self efficacy is known as being a state as the POB and it is accepted as a major capacity for authentic leadership Luthans (2002a) prefer to use the term confidence to differentiate self efficacy in POB from the self efficacy in general.

According to Luthans and Avolio (2003) “hope” also is a positive psychological capacity since it meets the criteria of POB as being a state . Hope is defined as “*a positive motivational state that is based on an interactively derived sense of successful: (a) agency (goal-directed determination) and (b) pathways (planning of ways to meet goals)*” (Snyder, Irving, Anderson, 1991, p. 287). These two dimensions, goal orientation and strategic thinking are two factors working together to generate hope. Seligman’s optimism concept (1998) is also accepted as another psychological capacity by Luthans and Avolio (2003). Seligman (1998), using explanatory style, defines optimism as a cognitive process involving positive outcome expectancies and causal attributions where negative experiences are attributed to factors that are external, unstable, and specific and positive experiences are labeled as internal, stable and global. The major conceptual difference between hope and optimism is that optimism leads one to expect the best, but without any critical thinking about how to achieve it, whereas, hope requires pathways and strategies to an intended goal (Synder, 1994). Resiliency is described as fourth positive psychological capacity which can be defined as the *ability or capacity to rebound or bounce back from adversity, uncertainty, conflict, failure, or even positive change, progress, and increased responsibility* (Luthans & Avolio, 2003, p.255). Reviewing the related literature Coutu (2002) identified three characteristics for resiliency which are accepting reality ; belief in meaningfulness of life holding to some values and ability to adapt to significant change. These capacities – confidence, hope, optimism and resiliency- are identified as the characteristics needed for someone to be authentic and these characteristics can be enhanced by development (Luthans & Avolio, 2003). So authentic leaders can be defined as

those who are confident, hopeful, optimistic and resilient (Avolio, Luthans, & Walumbwa 2004).

Luthans and Avolio (2003) pointed out that both psychological capacities and highly developed organizational context would result in greater self-awareness and self-regulated positive behaviors on the part of leaders and associates which leading up positive self-development. The organizational context can come in different forms. For example, highly developed organizational context refers the support given to leader by the organization, the vision, strategies, and culture he/she is surrounded by. Thus the organizational context is an environmental factor influencing authentic leadership. Moreover, the organizational context is defined by Gardner et al. (2005) in terms of organizational climate which is a factor to build up authentic leadership. Climate can be defined as repeating patterns of behaviour, attitudes and feelings in the organization (Isaksen, 2007). Organization climate is considered as behaviorally oriented concept so that one can talk about creativity, innovation, safety or service climate in a work place (Patterson, West, Shackleton, Dawson, Lawthom, Maitlis, Robinson, Wallace, 2005). Isaksen (2007) explained that there are many factors in the organization that influence the climate and the climate in turn effects them –like problem solving, communication, coordination, creating, motivating etc. Therefore, leadership is one of the factors both influencing and influenced by organizational climate. Gardner et al. (2005) argue that engaged and ethical climate in the organization would foster authentic leadership behaviors. Positive psychological capacities and positive organizational context appear as the antecedents of authentic leadership. The components of authentic leadership should also be reviewed to understand this concept.

1.3.2. Components of Authentic Leadership

Kernis (2003) proposed that authenticity might have an important role in describing the features of optimal self-esteem and identified four components for authenticity: self-awareness, unbiased processing, authentic behavior/action, and relational authenticity. Following Kernis (2003), both Gardner et al. (2005) and Ilies, et al. (2005) suggested models including balanced processing, internalized moral perspective, relational transparency and self-awareness as the components of authentic leadership.

Self-awareness is referred as being able to cognizant of one's own strengths and limitations. Gardner et al. (2005) defined self-awareness as an emerging process, "*whereby one comes to reflect on one's unique values, identity, emotions, goals, knowledge, talents and/or capabilities, oftentimes triggered by external events*" (p. 349) and explained self-awareness concept through self-clarity and self-certainty.

Balanced processing is another component of authentic leadership which is originally called unbiased processing by Kernis (2003). He used unbiased processing referring to an absence of denials, exaggerations, distortions, or ignorance of internal experiences, private knowledge, and external evaluations. Instead of unbiased processing, Gardner et al. (2005) preferred to use the term balanced processing, following Fiske and Taylor (1991) who indicated humans were not free of cognitive biases. So balanced processing refers to collection and interpretation of self-related information and both negative and positive trigger events in the leader's life in a balanced manner without exaggerating or ignoring the reality. Balanced processing also comprises consideration of multiple sides of an issue before making important decisions (Avolio & Gardner, 2005). Gardner et al. (2005) also modified the term relational authenticity of Kernis (1993) to the term relational transparency because they believed "relational transparency" described better the open and transparent manner of authentic leadership. According to Gardner et al. (2005) relational transparency is related to valuing and achieving openness in the close relationships. It also involves presenting one's genuine self to create intimate bonds and build trust with close others, and encouraging them to do the same (Gardner et al., 2005).

Internalized moral perspective is the fourth dimension that refers to what degree the leader sets a high standard for moral and ethical conduct for his/her decisions and behaviors. Luthans and Avolio (2003), May et al. (2003), and Avolio and Gardner (2005) assert that the construct of authentic leadership needs a positive moral/ethical component. They argue that authentic leaders inherently have high moral standards or ethical responsibility and authentic leaders are the ones who have capacities to recognize and deal with moral dilemmas or ethical issues considering different perspectives and lessons from past experiences. However, other

researchers (e.g. Shamir & Eilam, 2005; and Sparrowe, 2005) have expressed concern at defining the construct to include a moral component and argue that it dilutes the construct.

Accepting the components of Gardner et al. (2005), it was expected that managers who are more self-aware, who engage in balanced processing of self-relevant and other information to arrive, who are more transparent in their relationship and who exhibit moral perspective would be perceived by their followers as a more authentic in leadership. As the authentic leadership and its components were defined in a dyadic relationship, it was expected that the followers' attitudes and behaviors would be affected by leadership characteristics. Within this framework the relationships between authentic leadership and follower attitudes and behaviors need to be examined.

1.3.3. Authentic Leadership and Follower Attitudes and Behaviors

The theoretical framework of authentic leadership underlines that authentic leader enhance follower attitudes and behaviors. In their model, Avolio, Gardner et al. (2004) suggest that authentic leaders can influence attitudes of followers such as the task engagement, commitment, satisfaction, and meaningfulness of work in a positive way. Avolio, Gardner et al. (2004) also propose work outcomes such as job performance, extra effort, and withdrawal behaviors (e.g. turnover, tardiness, absenteeism) that are commonly seen work outcomes, as being influenced by leadership processes (Bass, 1990; Yukl, 2002), including transformational leadership (Avolio, 1999; Bass, 1985; Bass & Avolio, 1994; Lowe, Kroeck, & Sivasubramaniam, 1996; Walumbwa & Lawler, 2003).

Gardner et al. (2005) similarly proposed a model where trust in the leader, engagement, workplace well-being, and sustainable performance are figured out as outcomes of authentic leadership. Both of these models consider how authentic leaders influence follower attitudes and behaviors through a process including intervening variables like trust in leader, positive emotions or hope. Recent study conducted by Walumbwa et al. (2008) indicates that authentic leadership is a significant and positive predictor of organizational citizenship behavior, organizational commitment, and satisfaction with supervisor and performance.

Within this framework the present study aims to examine trust in leader and work engagement as the follower attitudes and to examine task performance and organizational citizenship behavior as the follower behaviors.

1.3.3.1. Authentic Leadership and Performance

Job performance can be defined as actions or behaviors of employees by which they are expected to contribute to the organizational goals and it can be evaluated in terms of the level of this contribution (Campbell, McCloy, Oppler, & Sager, 1992). Job performance is a term different than effectiveness. Campbell et al. (1992) emphasize the difference between job performance and effectiveness; defining job performance as the action itself that is relevant to organizational goals and describing effectiveness as the results of these actions.

Job performance is one of the most studied outcome variables besides job satisfaction, organizational commitment, counterproductive behaviors at work or turnover rate. Leadership effectiveness can be evaluated considering these outcomes since it is one of the major factor affecting work outcomes either positively or negatively (Lowe, Kroeck, and Sivasubramaniam, 1996; Judge & Piccolo, 2004). Furthermore, Lowe, Kroeck, and Sivasubramaniam (1996) shows that key elements of transformational leadership correlated positively with subordinate satisfaction and performance. A meta-analysis by Judge and Piccolo (2004) reveals that the correlation between transformational leadership and performance is .42 in business and .51 in military. The present study aimed to examine the effects of authentic leadership on job performance considering the intervening effects of variables as trust in leader and work engagement.

Today job performance is accepted to be as a multidimensional concept (Campbell et al., 1992; Borman & Motowidlo, 1993 & 1997; Motowidlo, Borman, & Schmit, 1997) rather than unidimensional. Multidimensionality means that there is more than one component of performance which are distinguishable and which reveal different kinds of expectations for a given job. Borman and Motowidlo (1993) suggest a broader perspective including task performance and contextual performance as two dimensions of performance. Task performance is the activities that either directly (e.g. manufacturing) or indirectly (e.g. filling up the work order form) contribute to the organization's technical core and the proficiency level of

employees performing these activities which are formally recognized as part of their jobs. Contextual performance is meant to be many other activities which are also vital for organizational effectiveness but not comprised by task performance, like: volunteering to carry out task activities that are not formally a part of the job, persisting with extra enthusiasm or effort when necessary to complete own task activities successfully, helping and cooperating with others, following organizational rules and procedures even when personally inconvenient, and endorsing, supporting, and defending organizational objectives.

Organ (1997) claims that organizational citizenship behavior is a concept overlapping with contextual performance indicating the categories of contextual performance are similar to the categories of OCB which are altruism, compliance, sportmanship courtesy and civic virtue. OCB is defined as individual behavior that is not stated as a requirement in the job description, not connected to any formal reward system, and that has an influence on organizational effectiveness (Organ, 1988). To sum up, the task performance is related to tasks given whereas contextual performance or organizational citizenship behavior is not. Organ (1997) explains the difference of OCB from contextual performance as the latter does not require the behavior be extra-role or non-rewarded.

In the current study relationship between leader and follower is examined at the individual level, following the idea that the major determinant of employee behavior is the interaction between an employee and his/her direct supervisor (Wayne, Shore, and Liden, 1997). Direct manager of an employee is accepted as the leader. Considering the definition of leadership as an influencing process between leaders and followers and assuming that leaders have an opportunity to influence their followers' experiences, knowledge, abilities, personal orientations and motivation, it can be said that leadership style of a manager can effect job performance level of an employee (e.g. Piccolo & Colquitt, 2006).

This study focuses on task performance and organizational citizenship behavior as performance outcomes. There are evidences that different leadership styles influence task performance (Jung & Avolio, 1999; Walumbwa, Avolio, & Zhu, 2008). Organ Podsakoff, and MacKenzie (2006) reviewed empirical research on OCB and found that almost all studies that examined the relationship between

leadership behaviors and OCB produced significant results. There are also evidences that authentic leadership predicted job performance and organizational citizenship behavior (Walumbwa et al. 2008; 2010). Besides this consideration, as Rodrigues and Rebelo (2009), state that to refine research it is preferable to include dimensions of performance, rather than including unitary measure of performance.

So the first hypothesis was developed.

H1: The authenticity of a manager will influence both task performance and organizational citizenship behavior in employees positively.

1.3.3.2. Authentic Leadership and Trust in Leaders

Trust has been a subject of multiple disciplines such as economics (Beccera & Gupta, 1999; Cox, 2004) , psychology (McAllister, 1995; Rousseau, Sitkin, Burt, & Camerer 1998), sociology (Frederiksen, 2012; Lewis&Weighart, 1985) or management (Gillespie & Mann, 2004; Mayer & Gavin, 2005). Trust is an important issue for organizations since managers need to manage employees from different backgrounds (different nationalities, cultures, university degree, etc.) and develop willingness to work together in a diverse work force. There has been confusion about the definition and conceptualization of the trust construct. Two articles published in the 1990's stood out with attempt to clarify the confusion on concept of trust (Mayer, Davis, & Schoorman, 1995; Rousseau et al., 1998). First article, published by Mayer et al. (1995) defined trust as “*willingness of a party to be vulnerable to the actions of another party, based on the expectation that the other will perform a particular action important to the trustor*” (p. 712). With this definition it was emphasized that trust comprises intention to take risk. In the second article mentioned above trust was defined as a “*psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another*” (Rousseau et al., 1998, p. 395). Both definitions comprised two components: intention to accept vulnerability to the other party and positive expectations from the other party.

Avolio et al. (2005) proposed that transparency in relationships would foster trust by making values, belief, desires explicit for followers and letting them know or understand the reasons the things are done or decisions are made by the leader even in his/her absence. When supervisors act transparently and consistently their

followers can predict their supervisors' intentions and behaviors and build up positive expectations about them. Balanced processing which is referred as the collection and interpretation of self-related information without denial, ignorance or exaggeration can be also vital to build trust in leaders. For example if an employee believes that his/her manager engages in balanced processing, he/she would trust his/her manager and would not hesitate to give negative feedback or manager related information which is necessary for the success of job. Internalized moral perspective of authentic leadership can also help to build trust in leader. Because followers can lean on their supervisors who have moral values and who has the ability to evaluate multidimensional situations from different perspectives, when moral/ethical dilemmas need to be solved.

In different theories of transformational leadership, trust is emphasized as a central feature linking leader and follower relationship and asserted that followers are motivated to perform beyond expectations through trust and respect in leader (Conger and Kanungo, 1987; House, 1977; Podsakoff et al., 1990; Yukl, 1989). Dirks and Ferrin (2002) presented the positive effect of transformational and transactional leadership behaviors on trust in a meta-analytic review. Butler et al. (1999) also showed that all transformational leadership practices had a positive impact on trust in the leader, in self-directed work teams. Authentic leadership was rooted on the same base construct of transformational leadership (Avolio & Gardner, 2005; Luthans & Avolio, 2003); so it was expected to find a similar relationship between authentic leadership and trust in leader. Clapp-Smith, Vogelgesang, and Avey (2009) presented evidence for the effect of authentic leadership on trust at the group level. Thus direct relationship can be found between authentic leadership and trust in leader. So it can be hypothesized that;

H2: As the authenticity of manager increases, followers will have higher levels of trust in their leaders.

In the model of Mayer et al. (1995) trust is explained by two factors which are trust propensity and perceived trustworthiness for trustee. Propensity to trust is a disposition (McKnight et al., 1998) which can be defined as a person's general willingness to trust others. Mayer et al. (1995) claims that different experiences, personality types, and cultural backgrounds would cause people to have different

levels of propensity. Trust propensity and trust relationship is examined in different studies and evidence is found that trust propensity exhibited a moderate relationship with trust and it was significantly related to all three trustworthiness facets (Colquitt Scott, and Le Pin, 2007). Three trustworthiness facets are ability (group of skills, competencies, and characteristics of someone that influences others while working), benevolence (perception of willingness to do good by the trustee, without thinking of self-interest) integrity (perception that principles of the other are acceptable by the trustor). In different studies, it was found that all three components of trustworthiness contributed to the prediction of trust (Mayer and Davis,1999; Mayer and Gavin, 2005; Colquitt et al., 2007). In research of Davis, Schoorman, Mayer, and Tan (2000) all three factors also correlated with trust, but only benevolence and integrity were significant.

Mayer et al. (1995) proposed that exogenous factors (e.g. performance appraisal system) which had caused reassessment of three trustworthiness factors (ability, benevolence and integrity) might have also changed the perception of trustworthiness. Considering the definition of authentic leadership given previously, benevolence and integrity with followers can be built by authentic leaders by encouraging transparent communication, sharing critical information, sharing their perceptions and feelings about the employees under his/her management. Following this idea and the relationship between trustworthiness and trust, it can be argued that perception of authenticity of the leader will influence the trust in leader through the perception of trustworthiness. Since the trustworthiness facets and trust in leader are correlated variables similar justifications can be presented for the relationship between authentic leadership and trustworthiness facets. For example if a supervisor's values, belief and desires are perceived as transparent and his/her words and actions are perceived as congruent then he would be perceived as having more integrity. If the employee thinks the moral perspective of the supervisor is congruent with her/his belief and if the employee thinks this perspective is for her/his own sake or will do good for her/him then the employee can both perceive higher levels of integrity and benevolence.

Therefore besides the direct relationship between authentic leadership and trust in manager, an indirect relationship can also be found, through trustworthiness facets. Therefore it is hypothesized that;

H3: The relationship between the perceived authenticity of manager and trust in manager is mediated by, perceived benevolence and integrity levels of manager.

Overviewing trust and performance literature, one can find studies conceptualized performance at the individual level, both in terms of task performance or “in-role” performance and contextual performance or organizational citizenship behaviors. While some studies conducted in work organizations have indicated that trust and task performance had positive relationship (Colquitt et al., 2007; Deluga, 1995; Podsakoff, MacKenzie & Bommer, 1996; Chung-Kai & Chia-Hung, 2009), some studies have signified positive relationship between trust and OCB (Deluga, 1995; Pillai, Schriesheim, & Williams, 1999; Podsakoff et.al, 1990). According to a recent meta-analysis conducted by Colquitt et al. (2007), trust was moderately related to both task performance and citizenship behavior meaning that the ones, who trust more, tend to engage in better task performance and more citizenship behavior. Dirks and Ferrin (2002)’s review also found positive relationship between trust and task performance and between trust and citizenship behavior at different management levels.

In some studies, trust was used as mediating variable influencing the relationship between leadership style and performance outcome. For example Podsakoff et al. (1990) and Asgari, Silong, Ahmad, and Samah (2008) searched for the direct and indirect effects of transformational leadership on OCBs and found that transformational leadership influenced OCBs through the mediating role of trust. Similarly, Pillai et al. (1999) indicated that transformational leadership was related to trust both directly and indirectly, through procedural justice but transactional leaders had no impact on trust.

With this research it was aimed to enlarge leadership-trust and OCB relationship in the context of authentic leadership involving task performance as well. Therefore following hypotheses are offered:

H4: The relationship between authentic leadership and task performance is mediated by trust in manager

H5: The relationship between authentic leadership and organizational citizenship behavior is mediated by trust in manager.

1.3.3.3. Authentic Leadership and Work Engagement

Engagement is another key factor which has a mediating role for the relationship between authentic leadership and follower or organizational performance according to Gardner et al. (2005). Work engagement was conceptualized by Kahn (1990) as the harnessing of organizational members' selves to their work roles. The engagement meant to be employing and expressing oneself physically, cognitively and emotionally during role performances (Kahn, 1990). So work engagement involved the dynamic relation between self and role in which an employee used personal energies for work and express the self within the role. Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002), operationalized the construct of engagement following the works of Maslach and Leiter (1997) and Schaufeli and Bakker (2001) about engagement as an opposing concept of burnout. Schaufeli et al. (2002) defined engagement as "*a positive, fulfilling, work-related state of mind, that is characterized by vigor, dedication and absorption*" (p.74). *Vigor* is meant to be high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of obstacles; *dedication* is described as a sense of significance, enthusiasm, inspiration, pride, and challenge at work; and *absorption* refers to full concentration and engrossment in one's work whereby time passes quickly, and one has difficulties with detaching oneself from work (Schaufeli et al., 2002). Although engagement has three dimensions in this study it was aimed to examine work engagement as a higher order following Walumbwa et al. (2010) and Aloh and Israel (2011).

Following the theoretical ground brought by Kahn (1990), May, Gilson, and Harter (2004) explored how meaningfulness at work, psychological safety, and availability influenced engagement at work. Meaning at work had the strongest relation with engagement (May et al. 2004). Following Harter, Schmidt and Hayes, (2002) and May et al. (2004), Gardner et al. (2005) asserted that integrity and sustained performance of authentic leader, accompanied with developmental

experiences, psychological safety, and meaningful work, would generate high level of employee (follower) engagement. Gardner et al. (2005) also expected that authentic leaders help their followers to explore themselves and find a role for this expression and therefore influence the engagement of employees.

There were evidences that leadership effected engagement at the individual level (Babcock-Roberson & Strickland, 2010; Walumbwa et al. 2010, Giallonardo, Wong, & Iwasiw, 2010). Research of Walumbwa et al. (2010) found the positive relationship between authentic leadership and work engagement through the mediating role of the followers' level of identification with the supervisor and their feelings of empowerment. Harter et al.'s (2002) meta-analysis of the relationships between employee engagement and work outcomes demonstrated that employee engagement was positively and strongly associated with critical business performance outcomes, including customer satisfaction, productivity, profit, employee turnover and safety. The results of this meta-analysis were also supported by Harter, Schmidt and Killham (2003)'s report. There were also evidences that showed the relationship between engagement and performance (in terms of job performance or OCB) at individual level (Bakker & Bal, 2010; Halbesleben & Wheeler, 2008; Saks, 2006; Babcock-Roberson & Strickland, 2010).

Within this frame work it can be argued that authentic leadership and work performance are positively related and work engagement plays a mediating role for the relationships between authentic leadership and task performance and organizational citizenship behavior. Therefore it was hypothesized that;

H6: Authentic leadership is positively related to work engagement.

H7: Work engagement mediates the relationship between authentic leadership and task performance

H8: Work engagement mediates the relationship between authentic leadership and organizational citizenship behavior.

1.3.4. Authentic Leadership and Transformational Leadership

Some researchers claim that authentic leadership is at the base of all positive, socially constructive forms of leadership (May et al., 2003). Avolio and Gardner (2005) see authentic leadership more generic and they claim that it represents a root

construct meaning that it forms the basis for what constitutes other forms of positive leadership. Luthans and Avolio (2003) assert that including the positive psychological capacities to the authentic leadership model, makes it going beyond transformational leadership.

In their study Walumbwa et al. (2008) showed that authentic leadership, as a higher order factor represented by four scales, predicted important work related attitudes and behaviors(organizational citizenship behavior, organizational commitment and satisfaction with supervisor) beyond ethical and transformational leadership.

In this study it was expected that authentic leadership would predict task and organizational citizenship behavior beyond what transformational leadership would predict. Therefore the last hypothesis was:

H9: Authentic leadership predicts task and contextual performance beyond what transformational leadership.

The first eight hypotheses of the study are presented in Figure 1

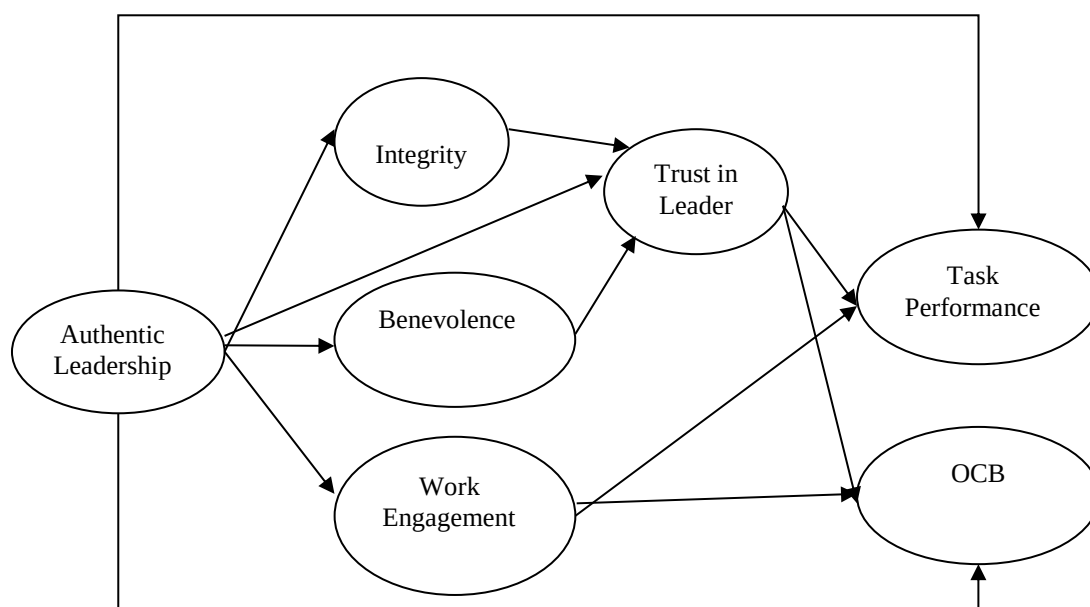


Figure 1: *The expected relationship of components.*

2. METHOD

The purpose of the current study was to examine the effect of authentic leadership style on task performance and OCB through the mediating role of trust in leader and work engagement. The relationship between authentic leadership and trust in leader was examined considering the mediating effect of trustworthiness dimensions which were benevolence and integrity. It was also aimed to examine whether authentic leadership added any variance over and above transformational leadership.

2.1. Participants

Data were collected from white colored employees and their first level managers who work in public and private sector organizations to examine relationship between leader and follower at individual level. The original sample was composed of from a sample of 103 white-collar employees and 45 managers from 3 government organizations and 13 private organizations located in Ankara, Turkey. Return rate was 70.5% for employees and for 83.3% managers. Forty nine participants were the employees of private sector company (47.6%) whereas 54 of them were the public sector employees (52.4%).

Fifty six of the employees were women (54.4%) and 47 of them were men (45.6%) with the age ranging from 21 to 58 ($M = 32.49$, $SD = 6.55$). Education levels of all subordinates were at and above undergraduate degree; sixty two employees had the undergraduate degree 60.2%, forty one had graduate or doctorate degrees (39.8%). For employees, the tenure in job ranged between 2 months to 25 years ($M = 3.50$; $SD = 4.15$); tenure in organization ranged between 3 months and 25 years ($M = 4.61$; $SD = 4.71$); total experience ranged between 7 months and 35 years ($M = 7.84$; $SD = 6.09$), the duration with the manager ranged between a month and 11 years ($M = 1.83$; $SD = 2$).

Of the 103 employees, 84 of them had supervisory-rated performance records. Totally 45 manager answered the questionnaire. However, three managers

replied only the questions about leadership style not evaluating the performance of her/his subordinates. Of the remaining 42 managers, nine evaluated the performance of one subordinate; six evaluated the performance of two subordinates; 27 evaluated the performance of three subordinates. Of the forty five managers, 39 of them were rated by their subordinates on leadership scales. So 84 employee ratings were matched with 39 manager ratings.

2.2. Instruments

Supervisors were asked to fill out the questionnaire related to leadership styles namely authentic, transformational and transactional and performance of one to three employees under his/her supervision. Subordinates were asked to fulfill the questionnaire for the evaluation of their supervisors' leadership styles, supervisors' benevolence and integrity, trust in leader, and work engagement.

Authentic Leadership Measure: The scale developed by Avolio and Gardner (2007) was used for authentic leadership. The translated version of the scale was used with the permission from company who got the copyright (www.mindgarden.com). The scale comprises of 16 items which are indicating four leadership dimensions, including self awareness, balanced processing, relational transparency, internalized moral perspective. Self awareness comprises four items, balanced processing had four items, relational transparency consisted of four items, and internalized moral perspective included three items. By this measure followers were asked to describe their supervisor's leadership on each of the 16 items using a frequency scale that ranged from 0 = not at all, to 4 = frequently, if not always. "Says exactly what he means" and "Makes difficult decisions based on high standards of ethical conduct" were the exemplary items from this scale.

Transformational and Transactional Leadership Measure: For transactional and transformational leadership styles Bass and Avolio's (1993) MLQ (Multifactor Leadership Questionnaire) 5X short form was used. The MLQ, is designed to measure transformational leadership, transactional leadership and a laissez faire behavior. Totally MLQ 5X has 45 items including 3 extra effort items, 4 effectiveness items and 2 satisfaction items other than items related to leadership styles. The transformational factor comprises components of Idealized Influence (Attributed and Behaviors), Inspirational Motivation, Intellectual Simulation, and

Individualized Consideration with 20 items. The second general factor, active transactional leadership is measured in the form of Contingent Reward and Active Management-by-Exception with 8 items, following Avolio et al. (1999). By this questionnaire followers are asked to describe their supervisor's leadership on 28 items related to transformational and transactional leadership, using a frequency scale that ranged from 0 = not at all, to 4 = frequently, if not always. Statements from this measure are such as "Talks optimistically about the future", "Spends time teaching and coaching". The translated (English to Turkish) versions of leader and rater forms of MLQ 5X were used purchasing the copyright from <http://www.mindgarden.com>

Trust in leader measure: For this study the 11 item Behavioral Trust Inventory (Gillespie; 2003) which was designed both for trust in leader and trust in peer was used. The alpha reliabilities for reliance and disclosure in BTI were .92 and .91 respectively. Turkish versions of the items were adapted from the work of Erdil (2011) but additional items suggested by Erdil & Wasti (2010) were not used in this study since they were found to be more related about trust in peers in college context. An item defined as "Rely on your leader's task-related skills and abilities." was dropped which was originally found in the measure. The reason to drop this item is that it is found to be related with "Ability" dimension of trustworthiness which is not in the scope of this study.

However an item which was deleted by Gillespie after factor analysis also included in this study considering it had a high factor loading in the work of Erdil (2011). So 11 items were scored on a five-point, Likert-type scale from strongly disagree to strongly agree. Sample items from this measures are "Rely on your leader's work-related judgements.", "Share your personal feelings with your leader."

Facets of Trustworthiness measure: The two scales measuring the benevolence and integrity facets of trustworthiness from Mayer and Davis (1999) were utilized in this study. Thus, a five-item scale for benevolence, and six-item scales for integrity were included. Cronbach's alpha coefficients for these two scales were .89, and .92, respectively, for the Plant Managers and .85, and .87 for the Top Management Team.

In Turkish culture reliability scores for benevolence and integrity were found to be .85 and .84 respectively (Wasti, Tan, Brower, & Önder, 2007). In this study analysis of the factors of trust scales supported the metric equivalence of the integrity scale in three different cultures whereas only partial metric invariance was established for benevolence. Examples of items consist the following for benevolence “My manager is very concerned about my welfare.” and for integrity “My manager has a strong sense of justice.” The measures were scored on a five point Likert-type from strongly disagree to strongly agree.

Work Engagement Measure: To measure work engagement Utrecht Work Engagement Scale (UWES) was used. UWES was developed by Schaufeli et al. (2002) and aimed to evaluate the engagement level of employees by 17 items. Participants are expected to rate the statements between the range of zero (0) to six (6) where zero means the participant “never had that feeling before” and six means the participant “always has the feeling in the statement” The scale had specific items to evaluate particular underlying dimensions of work engagement which are vigor (6 items), dedication (5 items), and absorption (6 items). Examples of items include the following for vigor “*When I get up in the morning, I feel like going to work*” for dedication “*I find the work that I do full of meaning and purpose*”; and for absorption “*Time flies when I'm working*”. The reliability (Cronbach’s alpha) for the work engagement scale was .90.

Performance Measures. Dependent variables of this study are two dimensions of job performance which are task performance and OCB. To measure task performance, scale developed by Williams and Anderson (1991) was used with an additional item for quality following the work of Becker and Kernan (2003). This scale consists of seven items and “adequately completes assigned duties” is an exemplary item from this scale. In this scale task performance was measured by general statements rather than job specific items (e.g. Motowidlo, & Van Scooter, 1994). This scale was preferred for this study because participants of the research would be from different organizations and different departments with different functions and tasks of employees would differ across these departments. The scale had been translated into Turkish by Ekrem (2010). Cronbach’s alpha for the six-item in-role performance scale was found to be between the range of .83 to .93. (Karatepe,

2011; Cohen and Keren, 2008; Turnley, Bolino, Lester and BloodGood, 2003). Adding extra item to this scale, Becker and Kernan (2003) also found high Cronbach's alphas; .92 and .85, for MBA and undergraduate students respectively. Responses for task performance measure were collected from supervisors on a 7-point scale ranging from 1 (*Strongly Disagree*) to 7 (*Strongly Agree*).

To measure Organizational Citizenship Behavior, scale of Podsakoff et al. (1990) with the translation of Ünüvar (2006) was used. The instrument is based on the model of Organ (1997) which is designed to measure the extra behaviors not required in the job description of the employees. The OCB measure consists of 5 dimensions which are altruism (5 items), civic virtue (4 items), courtesy (5 items), sportsmanship (5 items) and conscientiousness (5 items) with totally 24 items. Sample items from these five dimensions are as follows respectively: "I help others who have heavy workloads." "I keep abreast of changes in the organization." Sample item for courtesy was "I try to avoid creating problems for co-workers." "I believe in giving an honest day's work for an honest day's pay." "I am the classic "squeaky wheel" that always needs greasing." The item "I am the classic "squeaky wheel" that always needs greasing." was extracted from the measure because it was found that the Turkish version of the item had problems. Items developed to measure different aspects of organizational citizenship behavior were summed up to form a single scale to measure contextual performance. Responses for OCB was from immediate supervisors on a 5-point scale ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*).

Propensity to trust measure: A sub scale of International Personality Item Pool which is a five factor personality measure developed by Goldberg (1999) was used to measure trust propensity for explanatory analysis. The trust facet of this scale had a reliability of .73. Sample item from this measure is "Believe that people are basically moral." Responses were gathered by a 5-point Likert type scale ranging from strongly disagree to strongly agree.

Demographic variables. The demographic characteristics that were included in the study were year of birth, gender, education level, department, tenure on the job, tenure in the organization, total experience, duration with the manager, tenure as a manager, and number of subordinates, sector of the organization.

2.3. Procedure

Two questionnaire packages were prepared and loaded on SurveyMonkey which is a web-based data collection tool. One package was prepared for the employees (Appendix A) and the other was prepared for their direct supervisors (Appendix B). Then a letter was sent to or meetings were arranged to introduce the aim of the research and to get permission from the top manager of organizations. After getting permission top managers were asked to arrange a contact person from their organization. Another letter was sent to the contact person explaining the procedure, and asking to create a coding list matching with the names of the possible participants. With this coding it was aimed to match employees and their direct supervisors without asking their names. According to the procedure, contact persons sent the web-links to the questionnaire packages to the possible participants with the coding lists. When needed contact person was communicated via telephone.

Questionnaires with all measures mentioned above were distributed to the several private companies and three public institutions in Ankara. Participants were informed about the voluntary nature of the participation in the study, the purpose and the process of the study. It was also assured that the responses will be confidential. After a month interval, a mail was sent to the contact person including a reminder letter to be sent to the potential participants.

3. RESULTS

3.1. Data Screening

Prior to analysis, perception of authentic leadership, perception of transformational leadership, perception of transactional leadership, trust in leader, trustworthiness, work-engagement, propensity to trust, task performance and contextual performance were examined through various SPSS programs for accuracy of data entry, missing values and fit between their distributions and the assumption of multivariate statistics, following the procedures suggested by Tabachnick and Fidell (2001).

There were no missing value for variables rated by employees themselves. However for the variables rated by supervisors, which are task performance and organizational citizenship behavior there were 19 missing values for each variable. Since these missing values had not occurred randomly, no replacement was done. However the cases without supervisor ratings were not deleted not to lower the sample size.

To test assumptions of multivariate analysis variables are checked for normality, linearity and homoscedasticity by using histograms, Q-Q plots and Scatter Plots. To detect univariate outliers and multivariate outliers, z-scores and Mahalanobis' distance values were calculated. One case which appeared as an outlier in both calculations deleted accordingly. Following this deletion the skewness of task performance which was detected previously decreased incrementally.

3.2. Factor Analysis and Reliabilities

A series of principle component analyses were conducted to examine the factor structure of the translated/back-translated and recently developed measures used in the present study. Cronbach's alpha was used as the estimate of reliability.

An exploratory factor analysis was performed on the Authentic Leadership Questionnaire. As a result, four dimensions were found but factor loadings on components were not as expected. Results of the factor analysis related to authentic leadership can be seen in Appendix C.

Factorability of R was detected by KMO test and it was found adequate. Communalities of all items were above .50 which was acceptable for samples having between 100 and 200 cases (Russell, 2002) and the KMO score was .87. But there were multiple items that had high cross loadings on different factors. It was concluded that items regarding the four dimensions (relational transparency, internalized moral/ ethical perspective, balanced processing and self- awareness) of authentic leadership were perceived by raters different than the aim they were asked for. But as a whole the scale had ability to measure the authentic leadership style with high reliability. As for the factor analysis for trustworthiness, all items included in this scale were loading on a single factor.

Scale of trust was also examined through factor analysis. Factorability of R was detected by KMO test and it was found adequate. Communalities of 9 items were above .50 and 2 items were slightly below .50. After varimax rotation, two factors were detected which were compatible with Reliance and Disclosure subscales. However there was just one item with high cross loadings on both factors which was “Depend on your leader to back you up in difficult situations.” This might be due to this idiom “backing someone up” in Turkish is used for defining reliance in close relationship. Since trust in leader was used a single measure this item was not dropped from scale.

After analyzing the factor structures, reliabilities of the scales were obtained. Values for coefficient alpha were indicating satisfactory reliability for all scales. Internal consistency of reliabilities were obtained for the Authentic Leadership Scale ($\alpha = .89$), Transformational Leadership ($\alpha = .95$), Transactional Leadership ($\alpha = .74$), Benevolence ($\alpha = .93$), Integrity ($\alpha = .90$), Trust in Leader ($\alpha = .90$), the UWES Work Engagement Scale ($\alpha = .95$), Task Performance ($\alpha = .84$), and Organizational Citizenship Behavior ($\alpha = .90$). Overall descriptive statistics together with reliabilities for the scales and subscales are presented in the Table 1.

Table 1:
Descriptive statistics concerning the variables of interest.

		Number of items	Cronbach alpha	Mean	SD	Min.	Max.
Authentic. Leadership*		16	.89	2.51	.61	.88	3.69
	Relational Transparency	5	.54	2.48	.58	1.00	3.60
	Moral Perspective	4	.83	2.61	.81	.25	4.00
	Balanced Processing	3	.81	2.74	.81	.00	4.00
	Self Awareness	4	.74	2.26	.76	.25	4.00
Transformational Leadership*		20	.95	2.58	.71	.40	3.95
	Idealized Influence A.	4	.83	2.62	.87	.00	4.00
	Idealized Influence B.	4	.77	2.55	.79	.00	4.00
	Inspirational Motivation	4	.77	2.45	.78	.50	4.00
	Intellectual Stimulation	3	.84	2.63	.77	.50	4.00
	Individualized Consideration	4	.77	2.64	.79	.50	4.00
Benevolence*		5	.93	3.87	.85	1.00	5.00
Integrity*		6	.90	4.00	.83	1.67	5.00
Trust in Leader*		11	.90	4.09	.84	2.00	5.50
	Reliance	6	.87	3.89	.75	1.67	5.00
	Disclosure	5	.87	3.49	.91	1.00	5.00
Work Engagement**		17	.95	3.72	.97	1.41	5.53
Task Performance **		7	.84	6.02	.69	3.86	7.00
OCB*		23	.90	4.03	.43	2.91	4.96

* 5 point Likert Type Scale

**7 point Likert Type Scale

3.3. Intercorrelations Between Variables

For investigating the relations among demographic variables, leadership styles perceived by employees, benevolence and integrity of leader, trust in leader, and employee performances, employees' work engagement, bivariate correlations between those variables were analyzed. Results are presented in Table 2.

The Demographic variables of employees had no significant correlation with any of the research variables rated by employees themselves except that sector had a significant negative correlation with the work engagement ($r = .28$, $p < .01$) (Table 2). This means employees in governmental sector were less engaged with their

works. Demographic variables of managers had some significant correlations with research variables. Sex of manager was significantly and negatively correlated with trust in leader ($r = -.26, p < .05$), meaning that employees trust in male managers less. Age of manager had significant and negative correlations with authentic leadership and transformational leadership perceived by employees ($r = -.23, p < .05$ and $r = -.23, p < .05$ respectively). Both managers' total experience and experience as a manager had significant and negative correlations with benevolence ($r = -.23, p < .05$ and $r = -.30, p < .01$) and had significant and negative correlations with integrity ($r = -.27, p < .05$ and $r = -.38, p < .01$). Experience as a manager was also significantly correlated with trust in leader in negative direction ($r = -.27, p < .05$).

Authentic leadership and transformational leadership were highly correlated ($r = .88, p < .01$). All sub factors of authentic leadership which were transparency, moral/ethics, balanced processing and self-awareness had significantly positive correlations with transformational leadership ($r = .68, r = .70, r = .80$, and $r = .78$ respectively, $p < .01$). Correlations for sub factors are represented in Appendix D.

Both authentic and transformational leadership had significantly positive correlations with benevolence ($r = .67$ and $r = .74$ respectively, $p < .01$), integrity ($r = .73$ and $r = .76$ respectively, $p < .01$) and trust in leader ($r = .61$ and $r = .69$ respectively, $p < .01$). With these findings it can be said that as the employees perceive their managers as more authentic, transformational or transactional, they also perceive their managers as more benevolent, having more integrity and trust them more. When the sub factors of authentic leadership was investigated it was seen that factors namely transparency, moral/ethics, balanced processing and self-awareness had positive and significant correlations with benevolence ($r = .56, r = .47, r = .61$, and $r = .62$ respectively, $p < .01$) and integrity ($r = .57, r = .56, r = .71$, and $r = .62$ respectively, $p < .01$). The correlations between trust in leader and transparency, moral/ethics, balanced processing and self-awareness subfactors were also significantly positive ($r = .56, r = .47, r = .61$, and $r = .62$ respectively, $p < .01$).

Table 2:
Intercorrelations between demographic characteristics and study variables.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1 Sex																								
2 Age	.20*																							
3 Education	-.016	0.03																						
4 Sector of organization	.20*	0.10	0.09																					
5 Tenure in job	-.005	.50**	-0.05	-0.16																				
6 Tenure in organization	0.07	.64**	0.16	0.07	.671**																			
7 Total Experience	0.11	.90**	0.08	0.02	.526**	.64**																		
8 Duration	0.09	.29**	-0.09	-.26**	.214*	.27**	.39**																	
9 Sex_M	-0.12	-0.01	-0.13	-0.16	-0.03	-0.06	0.11	0.09																
10 Age_M	-0.07	0.09	-.24*	-0.15	.220*	.230*	0.15	0.14	0.11															
11 Education_M	0.10	0.08	0.12	.23*	-0.15	0.09	0.13	0.03	0.05	-.33**														
12 Tenure in job_M	-0.05	0.03	-0.18	-.349**	0.08	0.09	-0.07	0.17	-0.14	.27*	-.28**													
13 Tenure in organization_M	0.14	0.12	-0.11	0.08	-0.06	0.14	0.15	.42**	0.04	.36**	-.005	.23*												
14 Total experience_M	-0.08	0.06	-0.17	-0.13	0.16	.23*	0.12	0.16	0.02	.93**	-.27*	.37**	.41**											
15 Management Experience	-0.21	0.10	-.23*	-.34**	0.14	0.10	0.17	0.18	0.12	.53**	0.17	.28**	0.06	.50**										
16 Number of subordinates	0.08	.21	-.21*	-0.03	-0.04	0.12	0.16	.40**	0.07	0.16	0.15	0.16	.32**	0.19	.22*									
17 Authentic Leadership	-0.03	-0.02	0.09	-0.10	-0.08	0.07	0.04	0.03	-0.18	-.225*	0.11	-0.03	-0.03	-0.17	-0.20	0.10 (0.89)								
18 Transformational L	-0.14	-0.08	0.06	-0.16	-0.12	-0.02	-0.05	-0.01	-0.11	-.224*	0.04	-0.09	-0.10	-0.19	-0.18	0.06 .88**	.74** (0.95)							
19 Benevolence	-0.12	0.08	0.09	0.06	-0.04	0.00	0.02	-0.08	-0.15	-.276*	0.06	-0.16	-.25*	-.23*	-.30**	-0.06 .67**	.74** (0.93)							
20 Integrity	-0.07	0.03	0.06	-0.02	-0.08	-0.04	-0.02	-0.08	-0.19	-.364**	0.05	-0.10	-0.15	-.27*	-.38**	0.04 .73**	.76** .87**	.74** (0.90)						
21 Trust in Leader	-0.08	0.10	0.04	0.02	-0.08	0.04	0.01	0.07	-.266*	-.267*	0.07	-0.11	-0.15	-0.21	-.27*	0.11 .61**	.69** .79**	.74** (0.90)						
22 Work Engagement	0.07	0.18	-0.16	-.28**	0.03	-0.06	0.16	0.19	0.16	-0.11	0.15	-0.04	-0.15	-0.12	0.13	0.14 .31**	.38** .44**	.43** .45**	.43** (0.95)					
23 Task Performance	-0.21	0.11	0.09	0.14	0.12	0.16	0.13	0.05	-0.15	0.17	-0.10	-0.05	0.00	0.20	0.03	0.02 .27**	.25** .42**	.38** .42**	.25** .42**	.38** (0.84)				
24 OCB	-0.05	-0.05	-0.05	0.09	0.04	0.04	0.01	0.07	0.08	0.04	-0.01	-0.18	-0.11	0.10	-0.01	-0.10 .25**	.25** .40**	.33** .40**	.31** .40**	.23** .64**	.23** (0.90)			

* $p < .05$

** $p < .01$

Both authentic leadership and transformational leadership had low but significantly positive correlations with task performance ($r = .27$ and $r = .25$ respectively, $p < .05$) and organizational citizenship behavior ($r = .25$ and $r = .25$ respectively, $p < .05$). So as the employees perceive their manager as more authentic or transformational, task and OCB augments. Sub factors of authentic leadership called moral/ethics and self-awareness had low but significant correlations with task performance ($r = .23$ and $r = .23$ respectively, $p < .05$). Sub factors of authentic leadership, transparency and self-awareness were positively and significantly correlated with organizational citizenship behavior ($r = .22$ and $r = .26$ respectively, $p < .05$).

The correlations between work engagement and authentic leadership and transformational leadership were significantly positive ($r = .30$ and $r = .38$ respectively, $p < .01$). Work engagement was significantly correlated with two subfactors of authentic leadership which were transparency and self-awareness ($r = .23$ and $r = .37$ respectively, $p < .05$) in a positive direction.

Both benevolence and integrity, had significantly positive and high correlations with trust in leader ($r = .79$, and $r = .74$ respectively, $p < .01$). For the trustworthiness facets and trust measures as a whole it can be said that because of the high correlations these scales would be measuring the same thing opposing to what was hypothesized in the first section. Benevolence and integrity had significantly positive and moderate correlations with task performance ($r = .42$, and $r = .38$ respectively, $p < .01$); with organization citizenship behavior ($r = .41$, and $r = .33$ respectively, $p < .01$); and with work engagement $r = .44$, and $r = .43$ respectively, $p < .01$). From these findings it can be concluded that as employees find the manager more benevolent and having more integrity, task performance, OCB, and work engagement of employees increase. Trust in leader had significantly positive and low to moderate correlations with task performance ($r = .25$, $p < .01$); with organization citizenship behavior ($r = .31$, $p < .01$); and with work engagement ($r = .45$, $p < .01$). These findings imply that as the trust in leader increases, task performance, OCB, and work engagement also increase.

3.4. Hypotheses Testing

The main purpose of the present study was examining the relationships between authentic leadership style and follower performance where trust in leader and work engagement served as mediators. It was also aimed to examine predictive validity of authentic leadership for important work attitudes and behaviors, beyond what transformational leadership offers. Another purpose of the present study was examining the relationship between authentic leadership and trust in leader through the mediating role of benevolence and integrity. To examine whether there was a need to control for demographic variables in proceeding mediation analysis some linear regression analysis were conducted. The results of the linear regression analysis revealed that none of the employee demographic variables predicted task performance, OCB, benevolence, integrity, and trust in leader, except that sector of the organization predicted significantly work engagement ($\beta = .29, p < .01$). So employee demographics were not controlled for in meditational analysis. For the hypotheses testing leadership perceptions of employees were used.

3.4.1. Direct relationships between authentic leadership and performance outcomes.

To test the first hypothesis linear regression was conducted. It was hypothesized that authentic leadership would have predicted task performance and OCB. It was found that authentic leadership perceived by employees had significant effects both on task performance ($\beta = .27, p < .05$) and OCB ($\beta = .25, p < .05$), supporting the first hypothesis.

3.4.2. Mediation Analyses

In the present study Hypotheses 2 to 8 were based on mediating effects of two factors of trustworthiness namely benevolence and integrity, trust in leader and work engagement in the relationship between authentic leadership style perceived by employees and follower behaviors. Following Baron and Kenny (1986), mediation models corresponding to trust in leader, task performance and OCB were tested by using path analyses via hierarchical regression.

Initially, the relationship between authentic leadership and trust in leader through the mediating role of benevolence and integrity was analyzed. At the first step of analysis the direct relationship between authentic leadership and trust in leader was examined and it was found that authentic leadership perceived by employees had significant effect ($R^2 = .37$) on trust in leader ($\beta = .61, p < .001$) which indicated that as the employees perceive their managers as more authentic, they trust more in their leaders, supporting Hypothesis 2. Then at the second step two regression analyses were conducted with the same IV to predict mediators, benevolence and integrity, separately. Both “authentic leadership perceived by employees and benevolence” and “authentic leadership perceived by employees and integrity” were positively related and these relations were significant ($\beta = .67, p < .001$; $\beta = .73, p < .001$). Benevolence and integrity also had positive relationship with trust in leader ($\beta = .78, p < .001$; $\beta = .74, p < .001$).

At third step mediational analysis was conducted; first trust in leader was regressed on authentic leadership perceived by employees, then mediator variables were added to the equation to predict trust in leader. As a result, when regressing “trust in leader” on benevolence and integrity simultaneously, the direct effect of authentic leadership on trust in leader lost its significance ($\beta = .1, p = .23$) (Table 3 and Figure 2).

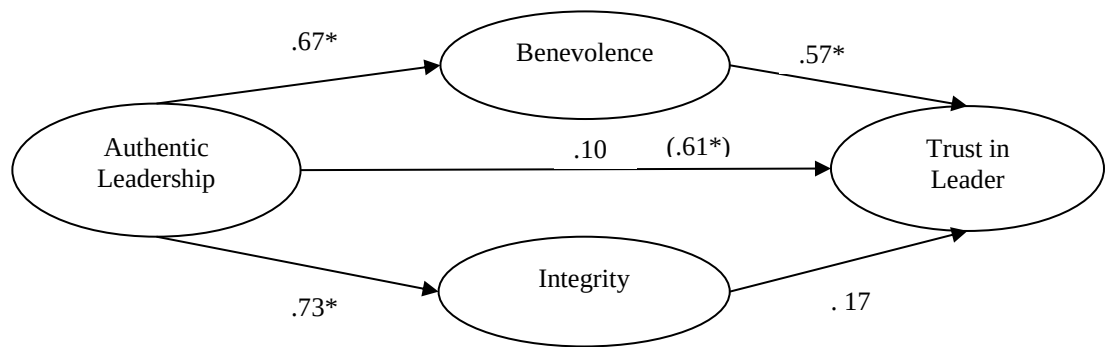
The Sobel test (see Baron & Kenny, 1986) showed that direct effect of authentic leadership on trust in leader which had become nonsignificant was reliable for benevolence as a mediator ($z = 4.08, p < .001$) but not reliable for integrity as a mediator ($z = 1.21, p = .23$). So benevolence fully mediated the relationship between authentic leadership and trust in leader and Hypothesis 3 was partially supported.

Table 3:

Results of benevolence and integrity as mediators for the relationship between authentic leadership and trust in leader.

	<i>B</i>	β	<i>t</i>	<i>R</i>	<i>R</i> ²	<i>Adjusted R</i> ²	<i>R</i> ² <i>Change</i>	<i>F</i>
Step 1				.61	.37	.36	.37	58.68*
Authentic Leadership	.85	.61	7.66					
Step 2				.80	.64	.63	.27	35.87*
Authentic Leadership	.12	.10	1.12					
Benevolence	.57	.57*	4.55					
Integrity	.17	.17	1.22					

* $p < .001$



$p < .001$

Figure 2: *The relationship between authentic leadership and trust in leader via benevolence and integrity.*

The Second mediation model was about the relationship between authentic leadership and task performance via trust in leader (Table 4 and Figure 3). When the direct relationship between authentic leadership and task performance was examined it was seen that authentic leadership perceived by employees had significant effect ($R^2 = .073$) on task performance ($\beta = .27$, $p < .05$). Authentic leadership had also direct effects on trust in leader ($\beta = .61$, $p < .001$). The mediation was conducted; task performance was regressed on authentic leadership in the first step and

regressed on trust in leader in the second step. The analysis revealed that trust in leader had no mediating effect for the relationship between authentic leadership and task performance. So Hypothesis 4 was not supported.

Table 4:

Results for the relationship between authentic leadership and task performance via trust in leader.

	<i>B</i>	β	<i>t</i>	<i>R</i>	<i>R</i> ²	<i>Adjusted R</i> ²	<i>R</i> ² Change	<i>F</i>
Step 1				.27	.07	.06	.07	6.39*
Authentic Leadership	.33	.27*	2.53					
Step 2					.08	.06	.01	3.81*
Authentic Leadership	.23	.19	1.46					
Trust in Leader	.12	.14	1.10					

**p* < .05

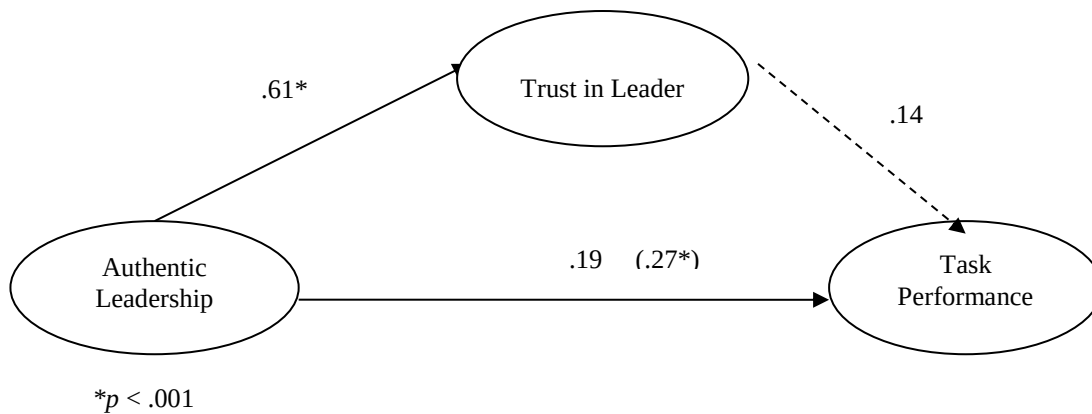


Figure 3: *The relationship between authentic leadership and task performance, via trust in leader.*

Third mediation model was about the relationship between authentic leadership and OCB via trust in leader. When the direct relationship between authentic leadership and OCB was examined, it was seen that authentic leadership

perceived by employees had significant effect ($R^2 = .063$) on OCB ($\beta = .25, p < .05$). Authentic leadership had a direct effect on trust in leader ($\beta = .61, p < .001$). There was direct effect of trust in leader on OCB ($\beta = .31, p < .05$) as well. As a result of hierarchical regression analysis, OCB was regressed on authentic leadership in first step, and regressed on the mediator variable in the second step. The effect of authentic leadership on OCB lost its significance adding trust in leader to the equation. The effect of trust in leader as a mediating variable was marginally significant ($\beta = .25, p < .06$) for the relationship between authentic leadership and OCB (Table 5 and Figure 3). This result accepted as trust in leader mediated the relationship between authentic leadership and OCB. So Hypothesis 5 was supported.

Table 5:

Results of the relationship between authentic leadership and OCB, via trust in leader.

	<i>B</i>	β	<i>t</i>	<i>R</i>	R^2	<i>Adjusted</i> R^2	R^2 <i>Change</i>	<i>F</i>
Step 1				.25	.06	.05	.06	5.44*
Authentic Leadership	.19	.25*	2.33					
Step 2				.32	.10	.08	.04	4.66*
Authentic Leadership	.85	.11	.87					
Trust in Leader	.13	.25**	1.92					

* $p < .05$

** $p < .06$

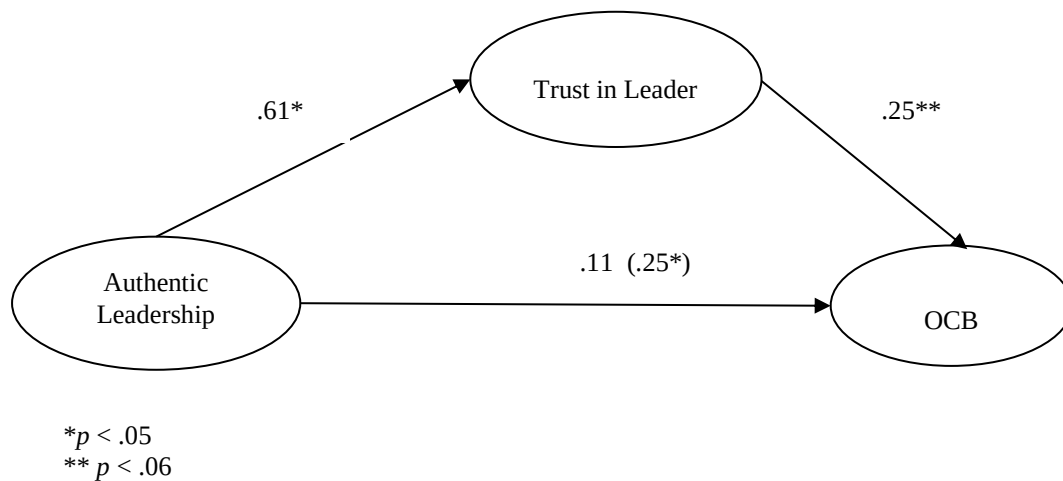


Figure 4: *The relationship between authentic leadership and OCB, via trust in leader.*

Fourth mediation model was about the relationship between authentic leadership and task performance via work engagement. The direct relationship between authentic leadership and task performance was significant ($\beta = .27, p < .05$) as indicated previously ($R^2 = .07$). Authentic leadership had also direct effects on work engagement ($\beta = .30, p < .01$) supporting Hypothesis 6 but work engagement did not have any significant direct effect on task performance ($\beta = .12, p = .28$). So one of the rules of mediation was not supported according to Baron and Kenny (1986). Hence, there was no need to conduct a hierarchical regression in the search for mediation and Hypothesis 7 was rejected.

Fifth mediation model was about the relationship between authentic leadership and OCB via work engagement. As previously mentioned direct relationship between authentic leadership perceived by employees and OCB was significant ($\beta = .25, p < .05$) with an explained variance of ($R^2 = .06$). Authentic leadership perceived by employees had also direct effect on work engagement ($\beta = .30, p < .01$) and work engagement had a significant effect on OCB ($\beta = .23, p < .05$).

Sequentially, both authentic leadership and work engagement were regressed on OCB, for establishing the complete or partial mediational relationship. The result of the analysis revealed that with the effect of work engagement the direct effect of

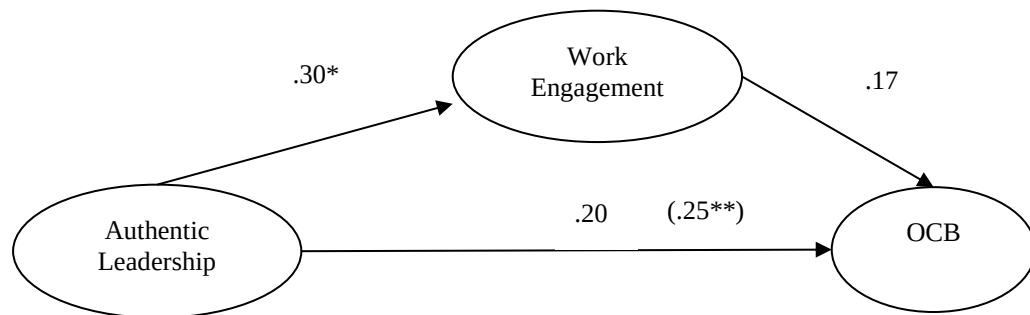
authentic leadership on OCB lost its significance (Table 6 and Figure 5). However work engagement was not significant. This result showed that work engagement did not have any mediation effect for the relationship between work engagement and OCB rejecting Hypothesis 8.

Table 6:

Results of the relationship between authentic leadership and OCB, work engagement serving as the mediator.

	<i>B</i>	β	<i>t</i>	<i>R</i>	<i>R</i> ²	<i>Adjusted R</i> ²	<i>R</i> ² <i>Change</i>	<i>F</i>
Step 1				.25	.06	.05	.06	5.44*
Authentic Leadership	.19	.25*	2.33					
Step 2				.30	.09	.07	.03	.03*
Authentic Leadership	.15	.20	1.80					
Work Engagement	.08	.17	1.50					

**p* < .05



**p* < .01

***p* < .05

Figure 5: *The relationship between authentic leadership and OCB, via work engagement.*

Revised model after meditational analyses for the relationship between authentic leadership and performance outcomes –task performance and OCB-, is presented in Figure 6 showing significant direct and indirect effects.

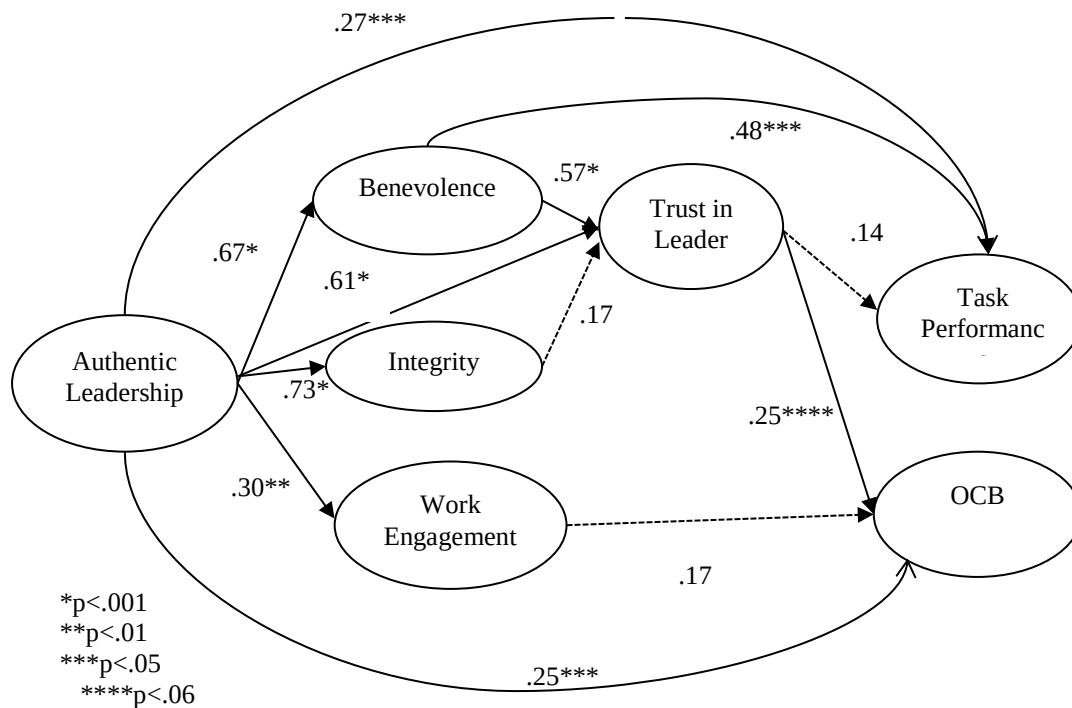


Figure 6: Direct effect of authentic leadership on mediating variables and indirect effects of mediating variables on performance outcomes (The dashed lines show non-significant but proposed paths).

3.4.3. Prediction of task performance and OCB from authentic leadership regressing on transformational leadership.

To test Hypothesis 9, whether authentic leadership had an effect on outcome variables over transformational leadership, hierarchical regression analyses were conducted. Table 8 and Table 9 display, the unstandardized regression coefficients (B), the standardized regression coefficients (β), and R , R^2 , and adjusted R^2 two stepped hierarchical results. Task performance was first regressed on transformational leadership and then in the second step of hierarchical regression analysis it was regressed on authentic leadership. After step 1, with transformational leadership in the equation, $R^2 = .06$ $F_{inc}(1, 80) = 5.55$, $p < .05$. After step 2, with

authentic leadership added to the prediction of task performance, $R^2 = .07$ $F_{inc}(1, 80) = .96$.

Table 7:

Hierarchical regression analysis for prediction of task performance by transformational and authentic leadership.

	B	β	t	R	R^2	Adjusted R^2	R^2 Change	F Change
Step 1				.25	.06	.05	.06	5.55*
Transformational Leadership	.27	.25*	2.40					
Step 2				.27	.07	.05	.01	.96
Transformational Leadership	.09	.09	.43					
Authentic Leadership	.24	.20	.98					

*p < .05

OCB was also first regressed on transformational leadership and then in the second step of hierarchical regression analysis it was regressed on authentic leadership. After step 1, with transformational leadership in the equation, $R^2 = .06$ $F_{inc}(1, 80) = 5.42$, $p < .05$. After step 2, with authentic leadership added to the prediction of OCB, $R^2 = .07$ $F_{inc}(1, 80) = .46$.

Table 8:

Hierarchical regression analysis for prediction of OCB by transformational and authentic leadership.

	B	β	t	R	R^2	Adjusted R^2	R^2 Change	F Change
Step 1				.25	.06	.05	.06	5.42*
Transformational Leadership	.16	.25*	2.33					
Step 2				.26	.07	.05	.01	.46
Transformational Leadership	.09	.13	.67					
Authentic Leadership	.11	.14	.68					

*p < .05

Addition of authentic leadership to the equations did not reliably improve R^2 in both situations. So authentic leadership had no predictive value over

transformational leadership for task performance and OCB and Hypothesis 9 was not supported.

3.5. Explanatory Analyses

Some additional analyses were conducted which were out of the scope of hypotheses.

3.5.1. Effect of Transactional Leadership

The study aimed to examine whether transactional leadership had a predictive value on performance outcomes through the mediating roles of trust in leader and work engagement. Transactional leadership had a reliability of .74. With this aim first correlations between transactional leadership and other variables of the study were examined. Authentic Leadership had a moderate correlation with transactional leadership ($r = .67, p < .01$). Relative to other leadership styles, transactional leadership had lower but again significantly positive correlations with benevolence, integrity and trust in leader ($r = .40, r = .43$ and $r = .34$ respectively, $p < .01$). However there was no significant correlation between transactional leadership and work engagement. When the relationships between transactional leadership and task performance and the relationship between transactional leadership and OCB were examined it was found that transactional leadership had no significant correlation with any of the variables. So transactional leadership did not have predictive value on performance outcomes.

3.5.2. Comparison of leadership perceptions by managers and leadership perceptions by employees.

In this study it was also aimed to examine whether leadership perceptions of employees were different from the leadership perceptions of their direct supervisors. With this aim leadership rating of each supervisor was matched with their direct subordinates. Before comparing leadership perceptions, intercorrelations between leadership perceptions by managers and demographic characteristics and intercorrelations between leadership perceptions by managers and other study

variables namely benevolence, integrity, trust in leader, task performance and OCB were investigated (Table 10).

Of all employee demographic variables, only duration with manager had significant correlations with authentic leadership ($r = .24, p < .05$), and transactional leadership ($r = .25, p < .05$) perceived by managers (Table 10). Besides, some employee demographics were correlated with sub-factors of leadership styles perceived by managers. Age of employee was negatively and significantly correlated with relational transparency perceived by manager ($r = -.29, p < .01$). Education of employee was significantly correlated with internalized ethic perception of manager ($r = -.27, p < .05$). Sector of organization was significantly correlated with ethic and attributed individualized influence perception of manager in negative direction ($r = -.23, p < .05$; $r = -.26, p < .05$ respectively). Employee tenure in job was significantly correlated with ethic perception of manager in a positive way ($r = .21, p < .05$). Employee total experience had a significant and positive correlation with self-awareness perception of manager ($r = .24, p < .05$). Duration with manager was also correlated significantly and positively with two sub factors of authenticity called balanced processing and self-awareness ($r = .24, p < .05$ and $r = .24, p < .05$ respectively). Demographic variables of managers had some significant correlations with variables of the study (Table 9). Sex of manager was significantly and negatively with trust in leader, meaning that employees trust in male leaders less. Sex of manager also correlated significantly and positively with different sub factors of authentic leadership or transformational leadership perceived by manager themselves but not correlated with overall scores of leadership styles perceived by managers.

Table 9:

Intercorrelations between demographic characteristics and leadership perceptions of managers and other study variables.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	20	21	22	23	24	25	26	27
1 Sex																								
2 Age	,20*																							
3 Education	-.016	0.03																						
4 Sector of organization	-.20*	0.10	0.09																					
5 Tenure in job	-.005	,50**	-0.05	-0.16																				
6 Tenure in organization	0.07	,64**	0.16	0.07	,67**																			
7 Total Experience	0.11	,90**	0.08	0.02	,53**	,64**																		
8 Duration with M.	0.09	,293**	-0.09	-.26**	,21*	,27**	,39**																	
9 Sex_M	-0.12	-0.01	-0.13	-0.16	-0.03	-.06	0.11	0.09																
10 Age_M	-0.07	0.09	-.24*	-0.15	,22*	,23*	0.15	0.14	0.11															
11 Education_M	0.10	0.08	0.12	,23*	-0.15	0.09	0.13	0.03	0.05	-.332**														
12 Tenure in job_M	-0.05	0.03	-0.18	-.35**	0.08	0.09	-0.07	0.17	-0.14	,270*	-.277**													
13 Tenure in organization_M	0.14	0.12	-0.11	0.08	-0.06	0.14	0.15	0.16	0.02	,355**	-0.05	,233*												
14 Total experience_M	-0.08	0.06	-0.17	-0.13	0.16	,23*	0.12	0.16	0.02	,933**	-.269*	,371**	,408**											
15 Management Experience	-0.21	0.10	-.23*	-.34**	0.14	0.10	0.17	0.18	0.12	,528**	0.17	,283**	0.06	,504**										
16 Number of subordinates	0.08	0.21	-.21*	-0.03	-0.04	0.12	0.16	0.16	0.07	0.16	0.15	0.16	0.19	0.19	,220*									
20 Benevolence	-0.12	0.08	0.09	0.06	-0.04	0.00	0.02	-0.08	-0.15	-.276*	0.06	-0.16	-.246*	-.231*	-.298**	-0.06								
21 Integrity	-0.07	0.03	0.06	-0.02	-0.08	-0.04	-0.02	-0.08	-0.19	-.364**	0.05	-0.10	-0.15	-.268*	-.377**	0.04	,874**							
22 Trust in Leader	-0.08	0.10	0.04	0.02	-0.08	0.04	0.01	0.07	-.266*	-.267*	0.07	-0.11	-0.15	-0.21	-.267*	0.11	,787**	,741**						
23 Work Engagement	0.07	0.18	-0.16	-.28**	0.03	-0.06	0.16	0.19	0.16	-0.11	0.15	-0.04	-0.15	-0.12	0.13	0.14	,443**	,447**	,430**					
24 Task Performance	-0.21	0.11	0.09	0.14	0.12	0.16	0.13	0.05	-0.15	0.17	-0.10	-0.05	0.00	0.20	0.03	0.02	,419**	,380**	,250*	0.12				
25 OCB	-0.05	-0.05	-0.05	0.09	0.04	0.04	0.01	0.07	0.08	0.04	-0.01	-0.18	-0.11	0.10	-0.01	-0.10	,396**	,310**	,328**	,228*	,643**			
26 Authentic L_M	-0.14	-0.07	-0.07	-0.14	0.14	0.08	0.05	,26*	0.05	-0.04	0.16	-0.06	0.19	0.04	0.00	,318**	0.18	,296**	0.11	0.11	0.20	0.17		
27 Transformational L_M	-0.16	-0.14	0.00	-0.11	-0.06	-0.13	0.00	0.20	,226*	-0.18	0.18	-.334**	0.05	-0.13	-0.02	,241*	0.12	0.17	0.09	0.08	0.15	,250*	,633**	
28 Transactional L_M	-0.02	-0.04	0.01	-0.11	-0.08	-0.01	0.08	,250*	0.10	-0.15	,345**	-0.02	-0.02	-0.01	0.01	0.15	0.13	0.17	0.06	,223*	0.07	0.16	,572**	,429**

* p < .05

** p < .01

Note: M. = Manager

L = Leadership

The age of manager had also significant and negative correlations with benevolence, integrity and trust in leader ($r = -.28, p < .01$; $r = -.37, p < .01$ and $r = -.27, p < .05$, respectively). Education of manager was correlated significantly and positively with transactional leadership perceived by managers themselves ($r = .35, p < .01$) but not correlated with any other leadership styles. Managers' tenure in job was significantly correlated with transformational leadership perceived by managers themselves ($r = -.33, p < .01$). Number of subordinates had correlated significantly with authentic leadership and transformational leadership perceived by managers in positive direction ($r = .32, p < .01$ and $r = .24, p < .05$)

The authentic leadership perceived by manager was significantly correlated with integrity ($r = .29, p < .01$) but not with benevolence and trust in leader. Other leadership styles perceived by managers were not correlated with any trustworthiness facets or trust in leader. There were no significant correlation between any leadership style perceived by managers and task performance. OCB was only significantly correlated with transformational leadership perceived by managers ($r = .25, p < .05$). When facets of authentic leadership were analyzed it was seen that only balanced processing perceived by managers had a significant effect on OCB ($\beta = .12, p < .01$). Authentic leadership perceived by managers also had no correlation with work engagement, even though authentic leadership perceived by employees had.

All leadership styles rated by managers themselves were found to be correlated. The correlations between authentic and transformational, authentic and transactional, and transformation and transactional leadership were all significant ($r = .63, r = .57$ and $r = .43, p < .01$). These correlations were lower than the leadership style correlations of the subordinates. Intercorrelations between leadership styles perceived by managers and leadership styles perceived by employees are presented in Table 10. Authentic leadership perceived by managers had a positive and significant correlation with authentic leadership perceived by employees ($r = .22, p < .05$); however significant correlations were not observed for transformational and transaction leadership styles perceived by managers and employees.

Table 10:

Intercorrelations between leadership styles perceived by managers and leadership styles perceived by employees.

	1	2	3	4	5
1 Authentic Leadership					
2 Transformational Leadership	0.88**				
3 Transactional Leadership	0.67**	0.64**			
4 Authentic Leadership_M.	0.22*	0.22*	0.06		
5 Transformational Leadership_M.	0.06	0.19	-0.03	0.63**	
6 Transactional Leadership_M.	0.14	0.11	0.17	0.57**	0.43**

* $p < .05$
** $p < .01$

Note: M. = Manager

In the present study, paired T-test analyses were conducted to see whether ratings by employees and ratings by supervisors on leadership styles differed significantly or not. Logic of these analyses was to examine group differences. It was found that ratings by employees for authentic leadership, transformational leadership and transactional leadership were significantly different from the ratings by managers ($t = -4.58$, $t = -4.10$, $t = 3.20$, respectively, $p < .01$). When sub factors of leadership styles were also examined although there were significant correlations for three dyads (authentic general, self-awareness, inspirational stimulation), only self-awareness dyad did not have significant difference across employee and manager groups. This result indicated that perceptions of employees and perceptions of supervisors on leadership styles were not congruent except for the self-awareness sub factor of authentic leadership.

3.5.3. Benevolence, integrity, trust in leader as mediators through the relationship between authentic leadership and performance outcomes

Additional meditational analyses were conducted to examine the relationship between authentic leadership and performance outcomes via benevolence, integrity and trust in leader. Authentic leadership had direct effects on benevolence, integrity

and trust in leader ($\beta = .67, p < .001$; $\beta = .73, p < .001$; $\beta = .61, p < .001$ respectively). There were direct effects of benevolence, integrity and trust in leader on task performance ($\beta = .42, p < .001$; $\beta = .38, p < .001$; $\beta = .25, p < .05$ respectively) as well. There were direct effects of benevolence, integrity and trust in leader on OCB ($\beta = .40, p < .001$; $\beta = .33, p < .01$; $\beta = .31, p < .05$ respectively) as well.

First mediational analysis was conducted to examine the relationship between authentic leadership and task performance via benevolence, integrity and trust in leader (Table 11, Figure 7). In the first step task performance was regressed on authentic leadership perceived by employees, and then in the second step task performance was regressed on the mediator variables benevolence, integrity and trust in leader. The direct effect of authentic leadership on task performance became nonsignificant when trustworthiness facets and trust in leader were added to the equation. This showed that there was full mediation but only the effect of benevolence was significant ($\beta = .48, p < .05$) and there were no significant mediation effects for integrity and trust in leader.

Table 11:

Results of the relationship between authentic leadership and task performance, via benevolence, integrity and trust in leader as mediators.

	<i>B</i>	β	<i>t</i>	<i>R</i>	<i>R</i> ²	<i>Adjusted R</i> ²	<i>R</i> ² <i>Change</i>	<i>F</i>
Step 1				.27	.07	.06	.07	6.39*
Authentic Leadership	.33	.27*	2.53					
Step 2				.44	.19	.15	.12	4.66*
Authentic Leadership	.05	.04	.27					
Benevolence	.41	.48*	2.07					
Integrity	.09	.09	.41					
Trust in Leader	-.17	-.21	-1.26					

* $p < .05$

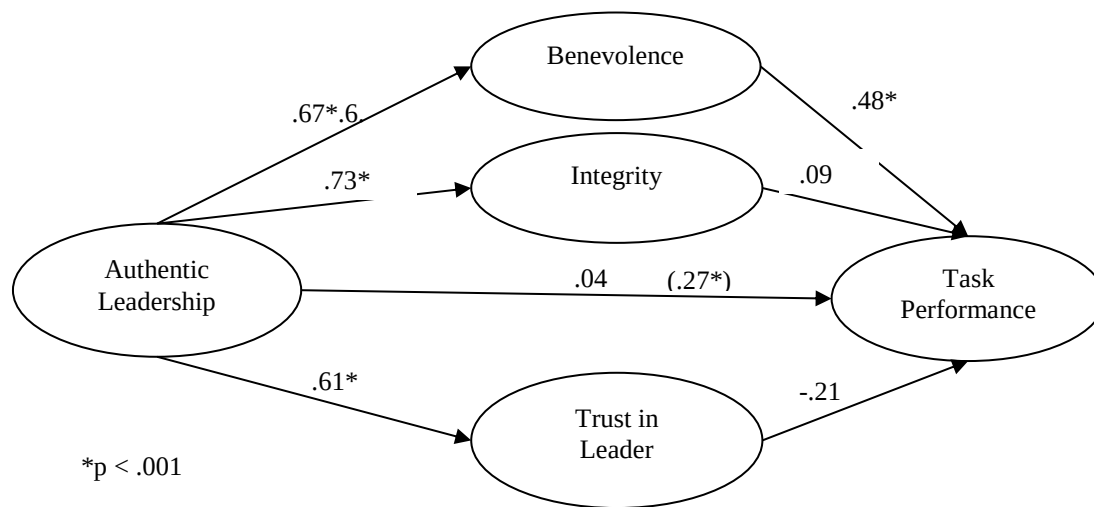


Figure 7: *The relationship between authentic leadership and task performance, via benevolence, integrity and trust in leader.*

Second meditational analysis was conducted to examine the relationship between authentic leadership and OCB via benevolence, integrity and trust in leader (Table 12, Figure 8). As a result of hierarchical regression analysis, after controlling for authentic leadership perceived by employees, and after regressing the mediator variables benevolence, integrity and trust in leader on OCB, the relationship between authentic leadership and OCB lost its significance. This model showing full mediation explained 16% of the total variance, making a 10 point improvement.

Table 12:

Results of the relationship between authentic leadership and OCB, via benevolence, integrity and trust in leader as mediators.

	B	β	t	R	R ²	Adjusted R ²	R ² Change	F
Step 1				.25	.06	.051	.06	5.44*
Authentic Leadership	.19	.25*	2.33					
Step 2				.40	.16	.12	.10	3.69*
Authentic Leadership	.03	.03	.24					
Benevolence	.25	.46**	1.95					
Integrity	-.07	-.11	-.48					
Trust in Leader	.01	.02	.12					

*p < .05

**p < .06

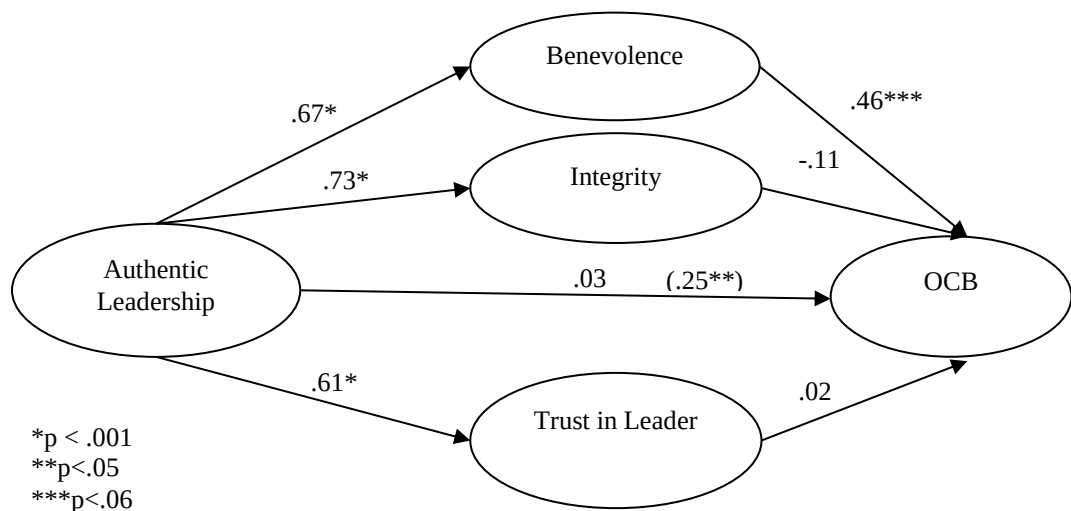


Figure 8: The relationship between authentic leadership and OCB, via benevolence and integrity, trust in leader.

4. DISCUSSION

The current study was conducted with the aim of possible contribution to the authentic leadership literature in the framework of its consequences on trustworthiness facets, trust in leader, work engagement, task performance and OCB and in the framework of its relationship between transformational leadership.

The results of the study provide some insights into the relationships among the variables of interest, hence contribute to our understanding of the leadership process. In this section, the results of this study are interpreted in detail, the contributions of the study are discussed, and the limitations of the study are emphasized. Suggestions for future researchers and practical implications for the managers are also presented.

4.1. Summary of the Findings

In this study first correlations between research variables and demographic variables were analyzed. Then hypotheses were tested. The results of the study supported some of the hypotheses.

Demographic characteristics of employees were asked to see whether they have an effect on any of the research variables. It was seen that only sector of organization had a significant correlation with work engagement. This meant to be employees in public sector feel they are less engaged with work.

Even though there was no relation found between these demographic characteristics and authentic leadership perceived by employees, the correlations were found between demographic characteristics of employees and managers' leadership perceptions. These correlations may be accepted as a signal of how leadership behaviors are influenced by how they perceive followers' attitudes and behaviors which can vary depending on their age and education level.

When the demographic characteristics of managers were examined, it was seen that the age of manager had negative and significant correlations with authentic and transformational leadership perceived by employees, trustworthiness and trust

in leader. This indicates that older managers are perceived as less authentic, less transformational, less trustworthy and less trusted. This result may stem from the sample of the study with young participants. This younger generation might have grown with less traditional culture and might be more prone to be transparent in relations, act with ethic rules, more open to information coming from around and open to question the actual and possible selves to shorten the gap between them.

The focus of the study was authentic leadership as an antecedent on the behaviors of followers. The scale to measure authentic leadership was developed (Avolio & Gardner, 2007) in compliance with the four dimensions (Kernis, 2003; Gardner et al. 2005) that were identified at theoretical framework. As a result of factor analysis, four dimensions of authentic leadership, self-awareness, balanced processing, relational transparency and internalized moral perspective factor were not differentiated as expected. This may a result of small sample; according to Goldberg and Digman (1994) a sample with 500 to 1000 participants is needed for a Factor Analysis. But scale as a whole had a reliability to measure authentic leadership.

When overall authentic leadership perception of employees and performance outcomes were examined, it was found that authentic leadership predicted both task performance and organizational citizenship behavior, supporting the core hypothesis of the study. This result is consistent with the literature (Peterson et al. 2012. Walumbwa et al., 2008; Walumbwa et al., 2010; Walumbwa, Luthans, Avey, & Oke, 2011). Peterson et al. (2012) found that authentic leadership predicted in-role performance, Walumba et.al (2008 & 2010) found that authentic leadership predicted OCB and Walumbwa et al. (2011) found that authentic leadership predicted both group level performance and OCB. So according to this result authentic leadership in Turkish culture have impact on both performance outcomes.

The direct relationship between authentic leadership and trust in leader was the second hypothesis to be investigated and it was supported. Podsakoff et al. (1990) highlighted the need to examine a wide ranging leadership practices impacting on followers' trust and it has become a key concept in several leadership theories. For example, transformational and charismatic leaders build trust in their

followers (Kirkpatrick & Locke, 1996; Podsakoff et al., 1990). Transformational leadership and trust in leader relationship was investigated by many researches (i.e. Butler, Cantrell & Flick, 1999; Gillespie & Mann, 2004; Pillai et al., 1999). In meta-analytic review Dirks and Ferrin (2002) presented the positive effect of transformational and transactional leadership behaviors on trust. As authentic leadership was rooted on the same base construct (Avolio & Gardner, 2005; Luthans & Avolio, 2003), authentic leadership and trust in leader relationship was expected to be in a similar manner. This expectation stated in Hypothesis 2 was supported, meaning that as the employees perceive their manager as more authentic they would trust in their leaders more. In organizations to build trust in leaders, characteristics of authentic leadership can be enhanced through trainings or creating an appropriate organizational climate by top management.

As a result of mediation analysis Hypothesis 3 was also partially supported. Two facets of trustworthiness, namely benevolence and integrity, were examined as mediators through the relationship between authentic leadership and trust in leader. Authentic leadership perceived by employees both predicted benevolence and integrity. This was a theoretical suggestion considering the definition of authentic leadership. Authentic leaders who encourage transparent communication, share critical information, share perception and feelings about employees, rely on moral values and principle of his/her own would be perceived as benevolent and holding integrity. Benevolence and integrity separately predicted trust in leader. This result was congruent with the previous studies (Mayer & Davis, 1999; Mayer & Gavin 2005 and Colquitt et al., 2007). When the mediation analysis was conducted, it was found that the relationship between authentic leadership and trust in leader was mediated by benevolence factor only but not the integrity factor, contrary to literature (Colquitt et al., 2007). This may be a result of strong direct relationship between benevolence and integrity. Inter correlations for benevolence and integrity were between .81 and .86 in three samples from different cultures in the study of Wasti et al. (2007). This meant to be authentic leadership behaviors of manager can help to build trust by followers only if, followers perceive the manager's actions are

congruent with their self interest. So be a trusted manager, authentic leaders also take into consideration the expectations of followers about benevolence.

Hypothesis 4 and 5 were about the mediating effect of trust in leader, in the relationship between authentic leadership and performance outcomes. Hypothesis 4, where task performance was the performance outcome, was not supported by the study findings. Hypothesis 5 was supported where OCB was the performance outcome. In the present study, trust in leader predicted task performance. The literature about trust and task performance relationship had contradictory results. While some studies (Colquitt et al., 2007; Deluga, 1995, Podsakoff et al., 1996) indicated positive relationships between trust in leader and task performance some studies (Konovsky & Cropanzano, 1991; MacKenzie, Podsakoff, & Rich, 2001; O'Reilly & Anderson, 1980) did not. In the present study trust in leader also predicted OCB. In literature trust and OCB relationship has been a well-established one (Deluga, 1995; MacKenzie, Podsakoff, & Rich, 2001; Pillai et.al, 1999; Podsakoff et al., 1996; Podsakoff et al.,1990.)

Trust in leader was emphasized as a linking process in transformational leadership theories (Conger and Kanungo, 1987; House, 1977; Podsakoff et al., 1990; Yukl, 1989). As a higher order leadership, it was thought that trust in leader would link authentic leadership with follower behaviors. The reason trust in leader not mediating the relationship between authentic leadership and task performance may stem from other mediating variables. So the authentic leadership and task performance relationship via the mediating roles of benevolence, integrity and trust in leader was asked as an explanatory question. The findings of the study revealed that benevolence mediated the relationship between authentic leadership and task performance. This finding indicated that even managers are perceived as more authentic by employees, employees look for benevolent actions by their supervisors both to trust in their supervisors and to perform better in their tasks.

Trust in leader had a marginally significant mediating effect through the relationship between authentic leadership and OCB. Besides perceiving managers as more authentic, trusting in them more, would motivate the employees to perform higher levels of OCB. Because employees may feel that organizational citizenship

behaviors they perform would be supported by the manager and would be presented to others in an objective and transparent manner.

The authentic leadership and OCB relationship via the mediating roles of benevolence, integrity and trust in leader was also examined as an explanatory question. One more time benevolence appeared as a significant mediator for the relationships between authentic leadership and OCB indicating that perceiving a manager as benevolent is also very important for higher levels of OCB.

The direct relationship between authentic leadership and work engagement was in the scope of this study. The authentic leadership and work engagement relationship was supported (Hypothesis 6) congruent with the literature (Walumbwa et.al, 2010). This result was expected since both authentic leadership and work engagement are build on the theories of positive psychology. As a result it can inferred that authentic leaders who are confident, optimistic, hopeful and resilient influence their followers to be so (Walumbwa et al., 2011) which may cause them to engage more in their works. Avolio et al. (2005) also expected that authentic leaders help their followers to explore themselves and find a role for self-expression and therefore influence the engagement of employees.

It was also hypothesized that the relationship between authentic leadership and performance outcomes were mediated via work engagement (Hypothesis 7 & 8). Hypothesis 7 in which task performance was the outcome was not supported by the study findings. Work engagement focuses on task performance rather than voluntary behavior (Saks, 2006). It was expected that expressing one self in the role and using personal energies for work would enhance task performance of the employee. However contrary to literature (Bakker & Bal, 2010; Halbesleben & Wheeler, 2008) no relationship was found between work engagement and task performance. This result may be due to sample having half of the participants from public organizations. In public organization, employees might be in positions they don't like which would cause them to engage less to their works even though they perform their tasks well. This result interrupted the questioning of work engagement as a mediator for the relationship between authentic leadership and task performance and hypothesis 7 was rejected.

Hypothesis 8 in which OCB was the outcome, was not supported as well. The work engagement and organizational citizenship behavior was congruent with literature (Babcock-Roberson & Strickland, 2010; Saks, 2006). The present research supported that work engagement predicted OCB. However mediation effect of work engagement was not supported via analysis. Even though authentic leadership's direct effect lost its significance by adding work engagement to the equation, the direct effect of work engagement on OCB was not significant. This result might be concluded as there might other intervening variables between authentic leadership and OCB like social exchange, value congruence, procedural justice which are not included in this study.

Hypothesis 9 was about the predictive value of authentic leadership on performance outcomes over transformational leadership. This hypotheses was not supported by the findings of the study . However there are studies providing evidence that these two leadership constructs are differentiated and authentic leadership predicts performance over and above transformational leadership (Walumbwa et al.,2008 and Walumba et al.,2011). This result might be occurred since the participants could not have differentiated the good leadership behaviors. One plausible explanation could be the high correlation between authentic leadership and transformational leadership. A significant correlation was something expected as it was argued that authentic leadership provided a base construct capturing transformational leadership as well. (Avolio & Gardner, 2005; Luthans & Avolio, 2003; May, Chan, Hodges, & Avolio, 2003). But a very high correlation may indicate that they are redundant.

Even though it was not hypothesized explicitly it was also expected to find predictive value of transformational and transactional leadership styles on performance outcomes. Bass et al., (2003) found that transformational and transactional had both direct and indirect effects on unit performance in a study conducted in military; Walumbwa, Avolio, Zhu (2008) found both direct and indirect effect of transformational leadership on supervisor-rated task performance and Piccolo and Colquitt (2004) found both direct and indirect effect of transformational leadership on both on task performance and OCB. Complementary

with the literature, positive relationship between transformational leadership and performance outcomes was supported with this study. So it can be said that transformational leadership behaviors play an important role on task performance and OCB. However, the effect of transactional leadership on performance outcomes was not significant contradictory to previous findings. The present author thinks that this may be a result of measuring transactional leadership without management by exception – passive facet whereas previous finding mentioned above included this facet.

Leadership perception by managers and employees were examined with explanatory analyses. These analyses revealed that managers' and employees' perceptions were significantly different about authentic and transformational leadership behaviors of supervisor. This might be due to managers' overrated self-related behavior or the gap between how they think they are and how they act. The authentic leadership perceived by manager themselves did not predict any performance outcomes. This result may stem from overrated scores or average rated scores of managers for their leadership style. If leadership scales and follower performance scales of surveys were delivered within an interval, their ratings would have been similar with those of the employees.

4.2. Directions for Future Research

In authentic leadership model, Gardner et al. (2005) considers organizational climate as a factor to build up authentic leadership. They argue that engaged and ethical climate in the organization would foster authentic leadership behaviors. In some studies organizational climate is seen as a variable that can be influence by the leader. Isaksen (2007) argues that required climate creation is a responsibility of leadership within any organization. In future studies organizational reciprocal relationship between organizational climate and authentic leadership may be studied. Additionally, Organizational climate may be examined as a mediator (i.e. Luthans, Norman, Avolio & Avey, 2008) for the relationship between authentic leadership and follower attitudes or behaviors.

The effects of other variables like psychological capacities of employees (i.e Gardner & Schermerhorn, 2004; Walumbwa et al. 2011), or value congruence, or leader-member exchange may be integrated as moderators, in the search for authentic leadership and work attitudes and behaviors.

In the literature, trust and performance outcome relationship was investigated through the mediating role of other variables like social exchange (Korsgaard et al. 2002), and value congruence (Jung & Avolio, 2000). So the scope of the research can be enhanced through adding other variables as mediators.

4.3. Strengths and Limitations of the Study

There are some strengths to the present study. First of all, the data gathered from both employees and supervisors to eliminate the common method variance. In addition to the perceptions of employees of their leaders and their work engagement, the supervisors were also asked to answer questions related to their own leadership styles. Also, performance ratings were obtained from the supervisors. Another strength is that all scales used in this research had high reliabilities.

In the present study, leadership scales were both rated by employees and their supervisor. In literature most researches are based on employee ratings. So this study contributes to literature pointing on the differences leadership perceived by employees and managers. Another contribution of the study is to the work engagement literature. There have been few studies on work engagement connecting authentic leadership and work outcomes (i.e.Walumbwa et al.2008). There have been few studies in Turkish literature about work engagement (Güneşer, 2007; Metin, 2010; Wasti, 2002). This study contributes further to work engagement literature investigating its direct relationships with authentic leadership and performance outcomes as well as its mediating effect between these two variables.

The findings of this study should be taken into consideration in light of several potential limitations. The cross-sectional nature of the present research design is an important limitation. Although all hypotheses were proposed based upon relevant theories and evidence shown in the literature, it is not possible to assert causal relationships among the variables due to the lack of a longitudinal

design. Therefore, the results of the present study are not an evidence for causal relationships. They reflect only associations between variables at a single point in time. So for future research it can be suggested to design a longitudinal study.

Another limitation of the study is that it is based on unit level but not multi-level. Top managers or management teams can also be considered by authentic leadership researches. However, as Dirk and Ferrin (2002) indicated, performance should be more closely related to trust in manager. Mayer and Gavin (2005) emphasized the importance of involving proximal supervisors in trust and in role performance related studies since they could not find significant relationships for plant managers or top management.

Conceptually the distinction between trust and trustworthiness is clear: trust is a behavioral intention (i.e. positive expectations or willingness to be vulnerable) and trustworthiness is perception of trustee. Because of relatively high correlations between trust in leader and the factor of trustworthiness, the distinction of trust in leader measure and trustworthiness may be questioned. For this study, confirmatory factor analysis could have been done to support the discriminant validity of these two scales. But the sample was too small to do a confirmatory factor analysis. The managers were given the survey both including self-rated leadership questions and employee performance items at the same time. This might have caused the performance ratings would be inflated. To overcome this problem surveys could have been delivered with intervals.

There was an underlying assumption that authentic leadership or transformational leadership would take place in work setting where cognitive demands are high. It can be said that this assumption was met since the sample was gathered from participants who have at least undergraduate degree and who work in cognitive demanding jobs in governmental agencies, software companies, and architecture and construction companies, and finance companies. However, the generalizability of the study is limited to the highly educated people who work in cognitive demanding jobs.

No comparison was made among sectors and demographic characteristics of the sample in the current study. Any variability resulting from these factors may have affected the results.

4.4. Implications for Managers

The results of this study present some implications for managers. First of all, for higher levels of task performance or organizational citizenship behaviors, the authentic leadership perceptions of managers might play an important role. As the managers perceived as more transparent in relationships with employees, open to share and listen information, relying on moral values and are self-aware, performance outcomes may increase. These characteristics can be developed in organizations if they are expected by employees or can be taken into consideration in selection and recruitment processes when a manager is needed. Benevolence was found to be much more important than integrity and trust in leader in linking authentic leadership behaviors with performance outcomes. It seems that employees are seeking manager actions regarding their self-interest. So an authentic leader underestimating actions regarding benevolence perceptions may have difficulties to increase the performance of their followers.

This study shows that authentic leadership influences work engagement and work engagement has an effect on OCB. Organizations may examine the low levels of work engagement of employees and can make some studies to enhance work engagement through development of authentic leadership behaviors.

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APPENDICES

APPENDIX A: Questionnaire Filled by the Employees

1. Bölüm: Gönüllü Katılım Formu

Sayın katılımcı,

Bu anket, ODTÜ Endüstri ve Örgüt Psikolojisi Bölümü Yüksek Lisans öğrencisi Burcu ÖNCÜOĞLU tarafından Prof. Dr. Reyhan BİLGİÇ'in danışmanlığında yürütülen tez çalışması kapsamında yapılmaktadır. Bu araştırmanın amacı, yöneticilik tutum ve davranışları ile çalışanların işe yönelik tutum ve davranışları hakkında bilgi edinmek ve elde edilen verileri bilimsel yöntemlerle analiz etmektir. Bu amaçla hem yöneticilerden hem de bu yöneticilere bağlı ilk sıra çalışanlardan veri toplanacaktır.

Çalışmaya katılım gönüllülük esasına dayanmaktadır. Ankette, sizden adınızı belirtmeniz istenmemektedir. Yönetici (amir) – çalışan(ast) eşleştirmelerinin yapılabilmesi amacıyla, kurumunuz insan kaynakları biriminden bir kişi tarafından her bir kurum, yönetici ve bu yöneticiye bağlı çalışanlar için kodlar belirlenmiştir. Bu kodlar size e-posta ile gönderilmiştir. Sizden anketinizi doldururken bu kodları ilgili bölüme yazmanız beklenmektedir. Yönetici ve çalışan isimleri ile kod eşleştirmeleri araştırmacıya verilmeyecektir.

Verilecek yanıtlar, yalnızca bilimsel amaçlarla kullanılacak, kesinlikle hiçbir kişi ya da kurum ile paylaşılmayacaktır.

Anket, genel olarak kişisel rahatsızlık verecek soruları içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yanda bırakabilirsiniz. Böyle bir durumda size verilen bağlantıyı kapatmanız yeterli olacaktır.

Lütfen her soruyu dikkatle okuyunuz ve hiçbir soruyu yanıtsız bırakmayınız. Soruları içtenlikle ve dikkatle yanıtlamanız araştırmanın sağlıklı ve güvenilir olabilmesi bakımından büyük önem taşımaktadır. Çalışma ile ilgili herhangi bir sorunuz olduğu takdirde araştırmacı Burcu Öncüoğlu (tel: 0532 475 14 96 – e-posta: burcuoncuglu@gmail.com) ya da tez danışmanı Prof. Dr. Reyhan Bilgiç (Tel: (0312) 210 31 85; e-posta: rey@metu.edu.tr) ile iletişime geçebilirsiniz.

Soruları yanıtlamak için ayırdığınız zaman ve gösterdiğiniz çaba için şimdiden teşekkür ederiz.

Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman yanda kesip çıkabileceğimi biliyorum. Amirimin/yöneticimin benimle ilgili değerlendirme yapmasını onaylıyorum. Verdiğim bilgilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ediyorum.

☐ Evet

☐ Hayır

2. Bölüm: Kodlama

Araştırma kapsamında yönetici-çalışan eşleşmelerinin yapılabilmesi için aşağıdaki alanların doldurulması gerekmektedir.
Lütfen kod girişlerinin doğruluğuna DİKKAT EDİNİZ.

1. Kurumunuza karşılık gelen kod:

(size gönderilen e-postadan bakınız)

2. İsminize karşılık gelen kod:

(size gönderilen e-postadan bakınız)

3. Yöneticinizin/Amirinizin ismine karşılık gelen kodu giriniz:

(size gönderilen e-postadan bakınız)

3. Bölüm

Aşağıdaki ifadeler kişilerin kendileri hakkındaki duygu ve düşünceleri yansıtmaktadır. Lütfen kendinizle ilgili olarak bu ifadelere ne derece katıldığınızı uygun kutucuğu işaretleyerek belirtiniz.

	Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum, ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
1. Başkalarına güvenirim.	☐	☐	☐	☐	☐
2. Başkalarının iyi niyetli olduğuna inanırım.	☐	☐	☐	☐	☐
3. Söylenenlere inanırım.	☐	☐	☐	☐	☐
4. İnsanların temelde ahlaklı olduğuna inanırım.	☐	☐	☐	☐	☐
5. İnsanların iyi olduğuna inanırım	☐	☐	☐	☐	☐
6. Herşey yolunda gidecek diye düşünürüm.	☐	☐	☐	☐	☐
7. İnsanlara güvenmem.	☐	☐	☐	☐	☐
8. Başkalarının art niyetleri olduğundan şüphelenirim.	☐	☐	☐	☐	☐
9. Başkalarına karşı temkinliyimdir.	☐	☐	☐	☐	☐
10. İnsanların özünde kötü olduğuna inanırım.	☐	☐	☐	☐	☐

4. Bölüm *

Bu anket yöneticinizin/amirinizin liderlik tarzını tanımlamada yardımcı olmak için düzenlenmiştir. Her bir ifadenin yöneticinize/amirinize ne kadar uygun olduğuna aşağıda verilen derecelendirmeyi kullanarak karar veriniz ve ilgili kutucuğu işaretleyiniz.

Yöneticim/Amirim...

1) ... çaba göstermeleri karşılığında başkalarına yardım sağlar.

- ☐ Hiçbir zaman ☐ Ara sıra ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

2) ... önemli varsayımların uygun olup olmadığını sorgulamak için onları tekrar inceler.

- ☐ Hiçbir zaman ☐ Ara sıra ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

3) ... dikkatini düzensizliklere, hatalara, istisnalara ve standartlardan sapmalara yoğunlaştırır.

- ☐ Hiçbir zaman ☐ Ara sıra ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

4) ... önem verdiği değerleri ve ilkeleri açıklar.

- ☐ Hiçbir zaman ☐ Ara sıra ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

5) ... sorunların çözümünde farklı bakış açıları arar.

- ☐ Hiçbir zaman ☐ Ara sıra ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

6) ... gelecek hakkında iyimser konuşur.

- ☐ Hiçbir zaman ☐ Ara sıra ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

7) ... söylemek istediklerini açıkça ifade eder.

- ☐ Hiçbir zaman ☐ Ara sıra ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

8) ... hata yapıldığında bunu kabul eder.

- ☐ Hiçbir zaman ☐ Ara sıra ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

9) ... herkesi düşüncelerini dile getirmeleri için teşvik eder.

- ☐ Hiçbir zaman ☐ Ara sıra ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

*Due to copyright of the leadership measures only 5 items from MLX-5X and 4 items from authentic leadership scale were represented.

5. Bölüm

Aşağıdaki ifadeler yöneticiniz hakkında duygu ve düşünceler içermektedir. Lütfen yöneticinizi/amirinizi düşünerek bu ifadelere ne derece katıldığınızı uygun kutucuğu işaretleyerek belirtiniz.

	Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
1. Yöneticim/amirim başkaları ile olan ilişkilerinde adil olmaya çok gayret eder.	☐	☐	☐	☐	☐
2. Yöneticimin/amirimin sözünü tutup tutmayacağını hiçbir zaman merak etmem gerekmez.	☐	☐	☐	☐	☐
3. Yöneticim/amirim bilerek beni incitecek hiçbir şey yapmaz.	☐	☐	☐	☐	☐
4. Benim ihtiyaç ve isteklerim yöneticim/amirim için çok önemlidir.	☐	☐	☐	☐	☐
5. Yöneticimin/amirimin adalet duygusu güçlüdür.	☐	☐	☐	☐	☐
6. Yöneticimin/amirimin hareketleri ve davranışları pek tutarlı değildir.	☐	☐	☐	☐	☐
7. Yöneticim/amirim benim için neyin önemli olduğuna gerçekten dikkat eder.	☐	☐	☐	☐	☐
8. Yöneticim/amirim bana yardım etmek için elinden gelen herşeyi yapar.	☐	☐	☐	☐	☐
9. Yöneticimin/amirimin değerlerini beğeniyorum.	☐	☐	☐	☐	☐
10. Yöneticim/amirim benim iyiliğimi çok düşünür.	☐	☐	☐	☐	☐
11. Yöneticimin/amirimin davranışları sağlam ilkelere dayanır.	☐	☐	☐	☐	☐

6. Bölüm

Aşağıdaki ifadeler yöneticiniz/amiriniz hakkında duygu ve düşünceler içermektedir. Lütfen yöneticinizi/amirinizi düşünerek bu ifadelere ne derece katıldığınızı uygun kutucuğu işaretleyerek belirtiniz.

	Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
1.Yöneticimle/amirimle kişisel inançlarımı (örneğin dini, politik) paylaşırım.	☐	☐	☐	☐	☐
2. İşimi etkileyen kişisel meseleleri yöneticime/amirime açarım.	☐	☐	☐	☐	☐
3. Önemli bir konuda yöneticimin/amirimin benim yararımı gözetmeyeğine inanırım.	☐	☐	☐	☐	☐
4. Olumsuz bile olsa işle ilgili gerçekten ne hissettiğim konusunda ona açılırım.	☐	☐	☐	☐	☐
5. Aleyhime kullanabilecek de olsa işle ilgili sorunları onunla konuşurum.	☐	☐	☐	☐	☐
6. Yöneticimin/amirimin benim yaptığım işleri başkalarına doğru aktaracağına inanırım.	☐	☐	☐	☐	☐
7. Yöneticimin/amirimin önemli konulardaki tavsiyelerine uyarım.	☐	☐	☐	☐	☐
8. Kişisel duygularımı onunla paylaşırım.	☐	☐	☐	☐	☐
9. Başka bir işe başvururken yöneticimin/amirimin benim için referans vermesini isterim.	☐	☐	☐	☐	☐
10. Yöneticimin/amirimin işle ilgili kararlarına güvenirim.	☐	☐	☐	☐	☐
11. İşler ters gittiğinde sırtımı ona dayarım.	☐	☐	☐	☐	☐

7. Bölüm

Aşağıda çalışmaya ya da işe ilişkin duygu ve düşünceleri yansıtan ifadeler yer almaktadır. Lütfen çalışma/iş ile ilgili bu duygu ve düşünceleri ne sıklıkla yaşadığınızı uygun kutucuğu işaretleyerek belirtiniz.

	Hiçbir zaman	Neredeyse Hiçbir Zaman	Nadiren	Bazen	Sık sık	Çok Sık	Her zaman
1. Çalışırken kendimi enerji dolu hissedirim.	☐	☐	☐	☐	☐	☐	☐
2. Yaptığım iş anlamlı ve amaç yüklü buluyorum.	☐	☐	☐	☐	☐	☐	☐
3. Çalışırken zaman akıp gider, nasıl geçtiğini anlamam.	☐	☐	☐	☐	☐	☐	☐
4. İşteyken güçlü ve dinç hissediyorum.	☐	☐	☐	☐	☐	☐	☐
5. İşimle ilgili konularda şevk duyarım, çok hevesliyimdir.	☐	☐	☐	☐	☐	☐	☐
6. Çalışırken işimden başka her şeyi unuturum.	☐	☐	☐	☐	☐	☐	☐
7. İşim bana ilham verir.	☐	☐	☐	☐	☐	☐	☐
8. Sabahları kalktığımda işe seerek giderim.	☐	☐	☐	☐	☐	☐	☐
9. Yoğun olarak çalıştığımda kendimi mutlu hissedirim.	☐	☐	☐	☐	☐	☐	☐
10. Yaptığım işle gurur duyuyorum.	☐	☐	☐	☐	☐	☐	☐
11. Kendimi işime kaptırırm.	☐	☐	☐	☐	☐	☐	☐
12. Uzun zaman süreleri boyunca aralıksız çalışmaya devam edebilirim.	☐	☐	☐	☐	☐	☐	☐
13. Benim için işim kapasitemi geliştirmeye zorlayan büyük bir uğraştır.	☐	☐	☐	☐	☐	☐	☐
14. Çalışırken kendimden geçerim.	☐	☐	☐	☐	☐	☐	☐
15. İşimde zihnimi çabuk ve güçlü bir şekilde toparlarım.	☐	☐	☐	☐	☐	☐	☐
16. Kendimi işimden ayırmam zordur.	☐	☐	☐	☐	☐	☐	☐
17. İşimde bazı şeyler yolunda gitmediğinde bile sebatkanmıdır-yılmam.	☐	☐	☐	☐	☐	☐	☐

8. Bölüm: Demografik Bilgiler

Aşağıda sizinle ilgili demografik bilgilere ilişkin sorular bulunmaktadır. Lütfen bu soruları eksiksiz olarak doldurunuz.

1. Cinsiyetiniz:

☐

Kadın

☐

Erkek

2. Doğum Tarihiniz (Yıl):

3. Öğrenim düzeyiniz:

☐

İlk-Ortaokul

☐

Lise

☐

Üniversite

☐

Yüksek Lisans

☐

Doktora

4. Görev Yeriniz/Çalıştığınız Bölüm:

5. Kurumunuzun yer aldığı sektör:

☐

Bilgi

☐

Eğitim

☐

Elektrik - Elektronik

☐

Finans

☐

Gıda

☐

Güvenlik

☐

İnşaat

☐

Diğer (lütfen belirtin)

☐

Yapı-İnşaat

☐

Kimya

☐

Sağlık

☐

Sevünme Sanayi

☐

Telekomünikasyon

☐

Ulaştırma

☐

Kamu

6. Bu görevdeki çalışma süreniz (yıl/ay olarak belirtiniz):

7. Bu kurumdaki toplam hizmet süreniz (yıl/ay olarak belirtiniz):

8. Daha önce çalışmış olduğunuz kurumlar dahil toplam çalışma süreniz (yıl/ay olarak belirtiniz):

9. Şu andaki yöneticinizle ne kadar zamandır birlikte çalışıyorsunuz (yıl/ay olarak belirtiniz):

9. Görüş ve Öneriler

Yapılan bu araştırma ile ilgili olarak paylaşmak istediğiniz düşünceleriniz varsa lütfen belirtiniz.

APPENDIX B: Questionnaire Filled by the Supervisors

Gönüllü Katılım Formu

Sayın yönetici,

Bu anket, ODTÜ Endüstri ve Örgüt Psikolojisi Bölümü Yüksek Lisans öğrencisi Burcu ÖNCÜOĞLU tarafından Prof. Dr. Reyhan BİLGİÇ'in danışmanlığında yürütülen tez çalışması kapsamında yapılmaktadır. Bu araştırmanın amacı, yöneticilik tutum ve davranışları ile çalışanların işe yönelik tutum ve davranışları hakkında bilgi edinmek ve elde edilen verileri bilimsel yöntemlerle analiz etmektir. Bu amaçla hem yöneticilerden hem de bu yöneticilere bağlı ilk sıra çalışanlardan veri toplanacaktır.

Çalışmaya katılım gönüllülük esasına dayanmaktadır. Ankette, sizden adınızı belirtmeniz istenmemektedir. Yönetici (amir) – çalışan(ast) eşleştirmelerinin yapılabilmesi amacıyla, kurumunuz insan kaynakları biriminden bir kişi tarafından her bir kurum, yönetici ve bu yöneticiye bağlı çalışanlar için kodlar belirlenmiştir. Bu kodlar size e-posta ile gönderilmiştir. Sizden anketinizi doldururken bu kodları ilgili bölüme yazmanız beklenmektedir. Yönetici ve çalışan isimleri ile kod eşleştirmeleri araştırmacıya verilmeyecektir.

Verilecek yanıtlar, yalnızca bilimsel amaçlarla kullanılacak, kesinlikle hiçbir kişi ya da kurum ile paylaşılmayacaktır.

Anket, genel olarak kişisel rahatsızlık verecek soruları içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yada bırakabilirsiniz. Böyle bir durumda size verilen bağlantıyı kapatmanız yeterli olacaktır.

Lütfen her soruyu dikkatle okuyunuz ve hiçbir soruyu yanıtsız bırakmayınız. Soruları içtenlikle ve dikkatle yanıtlamanız araştırmanın sağlıklı ve güvenilir olabilmesi bakımından büyük önem taşımaktadır. Çalışma ile ilgili herhangi bir sorunuz olduğu takdirde araştırmacı Burcu Öncüoğlu (tel: 0532 475 14 96 – e-posta: burcuoncuoglu@gmail.com)ya da tez danışmanı Prof. Dr. Reyhan Bilgiç (Tel: (0312) 210 31 85; e-posta: rey@metu.edu.tr) ile iletişime geçebilirsiniz.

Soruları yanıtlamak için ayırdığınız zaman ve gösterdiğiniz çaba için şimdiden teşekkür ederiz.

Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman yada kesip çıkabileceğimi biliyorum. Amirimin/yöneticimin benimle ilgili değerlendirme yapmasını onaylıyorum. Verdiğim bilgilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ediyorum.

☒ Evet

☐ Hayır

Kodlama

Araştırma kapsamında yönetici çalışan eşleşmelerinin yapılabilmesi için aşağıdaki alanların doldurulması gerekmektedir. Lütfen kod girişlerinin doğruluğuna DİKKAT EDİNİZ.

1. Kurumunuza karşılık gelen kod:
(size gönderilen e-postadan bakınız)

2. İsminize karşılık gelen kod:
(size gönderilen e-postadan bakınız)

1.Bölüm: Liderlik Tarzı

*

Bu anket bir yönetici/amir olarak sizin liderlik tarzınızı tanımlamada yardımcı olmak için düzenlenmiştir. Her bir ifadenin kendinize ne kadar uygun olduğuna, aşağıda verilen derecelendirmeyi kullanarak karar veriniz ve ilgili kutucuğu işaretleyiniz.

Bir yönetici olarak...

1) ...çaba göstermeleri karşılığında başkalarına yardım sağlanm.

- ☐ Hiçbir zaman ☐ Arada bir ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

2) ...önemli varsayımların uygun olup olmadığını sorgulamak için onları tekrar incelerim.

- ☐ Hiçbir zaman ☐ Arada bir ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

3)...dikkatimi düzensizliklere, hatalara, istisnalara ve standartlardan sapmalara yoğunlaştırırım.

- ☐ Hiçbir zaman ☐ Arada bir ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

4)...önem verdiğim değerleri ve ilkeleri açıklarım.

- ☐ Hiçbir zaman ☐ Arada bir ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

5) ...sorunların çözümünde farklı bakış açıları ararım.

- ☐ Hiçbir zaman ☐ Arada bir ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

6)...gelecek hakkında iyimser konuşurum.

- ☐ Hiçbir zaman ☐ Arada bir ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

7) ...söylemek istediklerimi açıkça ifade ederim.

- ☐ Hiçbir zaman ☐ Arada bir ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

8) ...hata yapıldığında bunu kabul ederim.

- ☐ Hiçbir zaman ☐ Arada bir ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

9) ...herkesi, düşüncelerini dile getirmeleri için teşvik ederim.

- ☐ Hiçbir zaman ☐ Arada bir ☐ Bazen ☐ Oldukça Sık ☐ Her zaman olmasa da, çok sık

*Due to copyright of the leadership measures only 5 items from MLX-5X and 4 items from authentic leadership scale were represented.

2.Bölüm: Çalışanların Değerlendirilmesi

Anketin bu kısmında sizden çalışanlarınızı dikkate alarak sorulara yanıt vermeniz beklenmektedir.

Yöneticisi/amiri olduğunuz çalışan sayısı 3 veya 3'ten az ise tüm çalışanlar için soruları yanıtlayınız.

Yöneticisi/amiri olduğunuz çalışan sayısı 3'ten fazla ise sizin için rastgele seçilmiş olan ve isimleri size gönderilen listede yer alan 3 çalışan için aşağıdaki soruları yanıtlayınız.

2. Bölüm - 1. Çalışanın Değerlendirilmesi

**Değerlendirmesini yapacağınız birinci kişiye karşılık gelen kod:
(size gönderilen e-postadan bakınız)**

Aşağıda sunulan ifadeler yöneticisi/amiri olduğunuz kişilerin (astlarınızın) sergilediği performans hakkındaki düşünceleri yansıtmaktadır. kişisine ilişkin olarak aşağıda yer alan ifadelere ne derece katıldığınızı her ifadenin yanında verilen ölçek üzerinde işaretleyiniz.

	Kesinlikle Katılmıyorum	Katılmıyorum	Bir parça katılmıyorum	Tarafsızım	Bir parça katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1. Verilen görevleri yeterli bir şekilde yerine getirir.	☐	☐	☐	☐	☐	☐	☐
2. İşin resmi performans gereksinimlerini karşılar.	☐	☐	☐	☐	☐	☐	☐
3. Yapması gereken işin bazı yönlerini ihmal eder.	☐	☐	☐	☐	☐	☐	☐
4. İş tanımında belirlenen sorumlulukları yerine getirir.	☐	☐	☐	☐	☐	☐	☐
5. Performansını olumlu olarak etkileyecek faaliyetlerde bulunur.	☐	☐	☐	☐	☐	☐	☐
6. Kendinden beklenen görevleri yerine getirir.	☐	☐	☐	☐	☐	☐	☐
7. Düzenli olarak işlerini yüksek bir kalitede yerine getirir.	☐	☐	☐	☐	☐	☐	☐

Aşağıda sunulan ifadeler yöneticisi/amiri olduğunuz kişilerin (astlarınızın) sergilediği davranışlar hakkındaki düşünceleri yansıtmaktadır. kişisine ilişkin olarak aşağıda yer alan ifadelere ne derece katıldığınızı her ifadenin yanında verilen ölçek üzerinde işaretleyiniz.

	Hiç katılmıyorum	Katılmıyorum	Ne katılmıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
1. İş yükü ağır olan kişilere yardım eder.	☐	☐	☐	☐	☐
2. Aldığı paranın hakkını vermesi gerektiğine inanır.	☐	☐	☐	☐	☐
3. Önemsiz konular hakkında yakınlara çok zaman harcar.	☐	☐	☐	☐	☐
4. Çalışma arkadaşlarına sorun çıkarmaktan kaçınır.	☐	☐	☐	☐	☐
5. Gelişmeleri düzenli olarak takip eder ve haberdar olur.	☐	☐	☐	☐	☐
6. Pireyi deve yapma eğilimindedir.	☐	☐	☐	☐	☐
7. Hareketlerinin arkadaşlarının üzerinde yaratabileceği etkiyi göz önünde bulundurur.	☐	☐	☐	☐	☐
8. Zorunlu olmasa da önemli olan toplantılara katılır.	☐	☐	☐	☐	☐
9. Arkadaşlarına yardım etmeye her zaman hazırdır.	☐	☐	☐	☐	☐
10. Katılması zorunlu olmadığı halde firma imajının yararına olacak faaliyetlere katılır.	☐	☐	☐	☐	☐
11. Firmayla ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okur.	☐	☐	☐	☐	☐
12. İşe gelememiş arkadaşlarına yardım eder.	☐	☐	☐	☐	☐
13. Başkalarının hakkını ihlal etmez.	☐	☐	☐	☐	☐
14. İşle ilgili sorunları olan arkadaşlarına kendi isteğiyle yardım eder.	☐	☐	☐	☐	☐
15. Olumlu şeyler yerine daima yanlışlar üzerine odaklanır.	☐	☐	☐	☐	☐
16. Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alır.	☐	☐	☐	☐	☐
17. İşe devamlılığı ortalamanın üstündedir.	☐	☐	☐	☐	☐
18. Firmanın yaptıkları ile ilgili daima bir kusur bulur.	☐	☐	☐	☐	☐
19. Davranışlarının diğer insanların işlerini nasıl etkilediğini göz önüne alır.	☐	☐	☐	☐	☐
20. Fazladan molalar vermez.	☐	☐	☐	☐	☐
21. Kimse görmese de firmanın kurallarına ve düzenlemelerine uyar.	☐	☐	☐	☐	☐
22. Zorunlu olmadığı halde işe yeni başlayanların uyum sağlamalarına yardımcı olur.	☐	☐	☐	☐	☐
23. En vicdanlı çalışanlardan birisidir.	☐	☐	☐	☐	☐

Size baęlı birden fazla alıřan varsa ankete devam etmeniz alıřmanın nitelięi aısından büyük nem tařımaktadır.

Yeni bir kiři deęerlendirmek iin "Devam" anketin son blmne gemek iin "Son" seeneęini iřaretleyiniz.

☐ DEVAM

☐ Son

3. Bölüm: Demografik Bilgiler

Aşağıda sizinle ilgili demografik bilgilere ilişkin sorular bulunmaktadır. Lütfen bu soruları eksiksiz olarak doldurunuz.

1) Cinsiyetiniz:

☐

Kadın

☐

Erkek

2) Doğum Tarihiniz (Yıl):

3) Öğrenim düzeyiniz:

☐

İlk-Ortaokul

☐

Lise

☐

Lisans

☐

Yüksek Lisans

☐

Doktora

4) Görev Yeriniz/Çalıştığınız Bölüm:

5) Kurumunuzun yer aldığı sektör (birden fazla seçeneği işaretleyebilirsiniz):

☐

Bilişim

☐

Yapı-İnşaat

☐

Eğitim

☐

Kimya

☐

Elektrik - Elektronik

☐

Sağlık

☐

Finans

☐

Savunma Sanayi

☐

Gıda

☐

Telekomünikasyon

☐

Güvenlik

☐

Ulaştırma

☐

İmalat

☐

Kamu

Diğer (lütfen belirtin)

6) Bu görevdeki çalışma süreniz (yıl ve/veya ay olarak belirtiniz):

7) Bu kurumdaki toplam hizmet süreniz (yıl ve/veya ay olarak belirtiniz):

8) Daha önce çalışmış olduğunuz kurumlar dahil toplam çalışma süreniz (yıl ve/veya ay olarak belirtiniz):

9) Ne kadar zamandır yönetici pozisyonundasınız?

(yıl ve/veya ay olarak belirtiniz)

10) Kaç kişiye yöneticilik/amirlik yapmaktasınız?

APPENDIX C: Explanatory Factor Analyses Results

Factor Analysis for Authentic Leadership

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,872
Bartlett's Test of Sphericity	Approx. Chi-Square	811,995
	df	120
	Sig.	,000

Communalities

	Initial	Extraction
AL_T1	1,000	,626
AL_T2	1,000	,625
AL_T3	1,000	,679
AL_T4	1,000	,618
AL_T5	1,000	,609
AL_Et1	1,000	,719
AL_Et2	1,000	,516
AL_Et3	1,000	,802
AL_Et4	1,000	,683
AL_BP1	1,000	,795
AL_BP2	1,000	,670
AL_BP3	1,000	,734
AL_SA1	1,000	,678
AL_SA2	1,000	,706
AL_SA3	1,000	,661
AL_SA4	1,000	,600

Extraction Method: Principal Component Analysis.

Rotated Component Matrix(a)

	Component			
	1	2	3	4
AL_Et3	,861	,145		,186
AL_BP3	,749	,392	,126	
AL_Et4	,675	,286	,189	,333
AL_BP1	,634	,600		-,180
AL_SA1	,624	,242	,389	-,280
AL_Et2	,590	,177	,228	,289
AL_T2		,768	,148	
AL_BP2	,267	,759	,150	
AL_T3	,389	,709		-,142
AL_SA4	,318	,544	,444	
AL_T1	,138	,527	,328	,471
AL_SA2	-,104	,334	,763	
AL_T4	,396		,672	
AL_SA3	,478	,329	,567	
AL_T5		-,120		,771
AL_Et1	,537	,135		,638

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 14 iterations.

Component Transformation Matrix

Component	1	2	3	4
1	,696	,592	,383	,139
2	,297	-,505	-,052	,809
3	-,628	,249	,602	,425
4	-,182	,577	-,699	,381

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Factor Analysis for Trust in Leader

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,880
Bartlett's Test of Sphericity	Approx. Chi-Square	641,914
	df	55
	Sig.	,000

Communalities

	Initial	Extraction
Trust1	1,000	,437
Trust2	1,000	,687
Trust3	1,000	,677
Trust4	1,000	,721
Trust5	1,000	,710
Trust6	1,000	,522
Trust7	1,000	,724
Trust8	1,000	,756
Trust9	1,000	,695
Trust10	1,000	,745
Trust11	1,000	,482

Extraction Method: Principal Component Analysis.

Rotated Component Matrix(a)

	Component	
	1	2
Trust4	,839	,130
Trust5	,819	,197
Trust8	,813	,308
Trust2	,756	,340
Trust1	,604	,269
Trust10	,135	,853
Trust7	,141	,839
Trust9	,450	,702
Trust6	,280	,666
Trust11	,274	,638
Trust3	,530	,629

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Component Transformation Matrix

Component	1	2
1	,718	,696
2	-,696	,718

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

APPENDIX D: Intercorrelations for research variables including sub factors

	1	2	3	4	5	6
1 Sex	1.00					
2 Age	,202*	1.00				
3 Education	-0.16	0.03	1.00			
4 Sector of organization	,202*	0.10	0.09	1.00		
5 Tenure in job	-0.05	,495 **	-0.05	-0.16	1.00	
6 Tenure in organization	0.07	,637 **	0.16	0.07	,671 **	1.00
7 Total Experience	0.11	,899 **	0.08	0.02	,526 **	,635 **
8 Duration with M.	0.09	,293 **	-0.09	-,259 **	,214 *	,268 **
9 Sex_M.	-0.12	-0.01	-0.13	-0.16	-0.03	-0.06
10 Age_M.	-0.07	0.09	-,236 *	-0.15	,220 *	,230 *
11 Education_M.	0.10	0.08	0.12	,229 *	-0.15	0.09
12 Tenure in job_M.	-0.05	0.03	-0.18	-,349 **	0.08	0.09
13 Tenure in organization_M.	0.14	0.12	-0.11	0.08	-0.06	0.14
14 Total experience_M.	-0.08	0.06	-0.17	-0.13	0.16	,231 *
15 Management Experience	-0.21	0.10	-,227 *	-,336 **	0.14	0.10
16 Number of subordinates	0.08	0.21	-,213 *	-0.03	-0.04	0.12
17 Authentic L.	-0.03	-0.02	0.09	-0.10	-0.08	0.07
18 Transparency	0.05	-0.11	-0.01	-0.04	-0.13	-0.06
19 Moral/Ethical	-0.05	-0.06	0.07	-0.11	-0.08	0.05
20 Balanced Processing	-0.01	-0.03	0.13	-0.08	-0.09	0.08
21 Self Awareness	-0.08	0.12	0.11	-0.11	0.02	0.16
22 Transformational L.	-0.14	-0.08	0.06	-0.16	-0.12	-0.02
23 I Influence (Attributed)	-0.11	-0.02	0.15	-0.16	-0.11	0.03
24 I Influence (Behaviors)	-0.13	-0.12	0.01	-0.19	-0.08	-0.04
25 Inspirational Motivation	-0.12	-0.08	0.06	-0.13	-0.10	-0.06
26 Intellectual Stimulation	-0.10	-0.09	0.03	-0.12	-0.11	0.02
27 Individualized Consideration	-0.15	-0.03	0.01	-0.11	-0.14	-0.05
28 Transactional L.	-0.01	-0.10	-0.02	-0.14	-0.15	-0.01
29 Benevolence	-0.12	0.08	0.09	0.06	-0.04	0.00
30 Integrity	-0.07	0.03	0.06	-0.02	-0.08	-0.04
31 Trust in Leader	-0.08	0.10	0.04	0.02	-0.08	0.04
32 Work Engagement	0.07	0.18	-0.16	-,281 **	0.03	-0.06
33 Task Performance	-0.21	0.11	0.09	0.14	0.12	0.16
34 OCB	-0.05	-0.05	-0.05	0.09	0.04	0.04
35 Authentic L._M.	-0.14	-0.07	-0.07	-0.14	0.14	0.08
36 Transparency_M.	-0.21	-,294 **	0.11	-0.05	-0.04	-0.03
37 Moral/Ethical_M.	0.01	-0.03	-,269 *	-,226 *	,211 *	0.09
38 Balanced Processing_M.	-0.07	0.00	-0.03	0.00	0.01	0.05
39 Self Awareness_M.	-0.06	0.14	-0.02	-0.05	0.13	0.08
40 Transformational L._M.	-0.16	-0.14	0.00	-0.11	-0.06	-0.13
41 IInfluence (Attributed)_M.	-0.08	-0.17	0.01	-,257 *	0.00	-0.12
42 I Influence (Behaviors)_M.	-0.15	-0.07	0.02	-0.03	-0.15	-0.14
43 Inspirational Motivation_M.	-0.14	-0.09	0.11	0.06	-0.04	-0.09
44 Intellectual Stimulation_M.	-0.11	-0.06	-0.06	-0.02	-0.07	-0.05
45 Individualized Consideration_M.	-0.13	-0.15	-0.11	-0.19	0.03	-0.10
46 Transactional L._M.	-0.02	-0.04	0.01	-0.11	-0.08	-0.01

* p < .05

** p < .01

Note: M. = Manager

L. = Leadership

Intercorrelations for research variables including sub factors (continued)

	7	8	9	10	11	12
1 Sex						
2 Age						
3 Education						
4 Sector of organization						
5 Tenure in job						
6 Tenure in organization						
7 Total Experience	1.00					
8 Duration with M.	,393 **	1.00				
9 Sex_M.	0.11	0.09	1.00			
10 Age_M.	0.15	0.14	0.11	1.00		
11 Education_M.	0.13	0.03	0.05	-,332 **	1.00	
12 Tenure in job_M.	-0.07	0.17	-0.14	,270 *	-,277 **	1.00
13 Tenure in organization_M.	0.15	,424 **	0.04	,355 **	-0.05	,233 *
14 Total experience_M.	0.12	0.16	0.02	,933 **	-,269 *	,371 **
15 Management Experience	0.17	0.18	0.12	,528 **	0.17	,283 **
16 Number of subordinates	0.16	,401 **	0.07	0.16	0.15	0.16
17 Authentic L.	0.04	0.03	-0.18	-,225 *	0.11	-0.03
18 Transparency	-0.04	0.01	-0.12	-,258 *	0.03	-0.05
19 Moral/Ethical	0.00	0.00	-0.12	-0.08	-0.01	0.05
20 Balanced Processing	-0.02	-0.07	-,234 *	-,227 *	0.15	-0.04
21 Self Awareness	0.19	0.13	-0.14	-0.18	0.20	-0.07
22 Transformational L.	-0.05	-0.01	-0.11	-,224 *	0.04	-0.09
23 I Influence (Attributed)	0.00	-0.03	-0.12	-0.18	0.04	-0.03
24 I Influence (Behaviors)	-0.10	-0.02	-0.13	-0.20	-0.09	-0.03
25 Inspirational Motivation	-0.03	0.08	-0.01	-0.20	0.06	-0.15
26 Intellectual Stimulation	-0.09	-0.03	-0.13	-,269 *	0.16	-0.04
27 Individualized Consideration	-0.02	-0.02	-0.07	-0.14	0.01	-0.16
28 Transactional L.	-0.06	0.05	-0.13	-0.21	0.20	0.18
29 Benevolence	0.02	-0.08	-0.15	-,276 *	0.06	-0.16
30 Integrity	-0.02	-0.08	-0.19	-,364 **	0.05	-0.10
31 Trust in Leader	0.01	0.07	-,266 *	-,267 *	0.07	-0.11
32 Work Engagement	0.16	0.19	0.16	-0.11	0.15	-0.04
33 Task Performance	0.13	0.05	-0.15	0.17	-0.10	-0.05
34 OCB	0.01	0.07	0.08	0.04	-0.01	-0.18
35 Authentic L._M.	0.05	,235 *	0.05	-0.04	0.16	-0.06
36 Transparency_M.	-0.20	-0.04	-0.17	-0.09	0.16	-0.08
37 Moral/Ethical_M.	-0.04	0.15	-0.09	0.06	-0.12	0.18
38 Balanced Processing_M.	0.13	,238 *	,309 **	-0.04	0.00	-0.15
39 Self Awareness_M.	,237 *	,241 *	0.16	-0.02	,239 *	-0.11
40 Transformational L._M.	0.00	0.20	,226 *	-0.18	0.18	-,334 **
41 IInfluence (Attributed)_M.	0.01	,221 *	0.06	-0.12	0.03	-,353 **
42 I Influence (Behaviors)_M.	0.05	,233 *	,240 *	-0.07	0.08	-,323 **
43 Inspirational Motivation_M.	-0.01	-0.01	0.10	-0.14	0.15	-,345 **
44 Intellectual Stimulation_M.	0.00	0.19	0.20	-,218 *	,271 *	-0.16
45 Individualized Consideration_M.	-0.05	0.14	,274 **	-0.15	0.18	-0.06
46 Transactional L._M.	0.08	,250 *	0.10	-0.15	,345 **	-0.02

* p < .05

** p < .01

Note: M. = Manager

L. = Leadership

Intercorrelations for research variables including sub factors (continued)

	13	14	15	16	17	18
1 Sex						
2 Age						
3 Education						
4 Sector of organization						
5 Tenure in job						
6 Tenure in organization						
7 Total Experience						
8 Duration with M.						
9 Sex_M.						
10 Age_M.						
11 Education_M.						
12 Tenure in job_M.						
13 Tenure in organization_M.	1.00					
14 Total experience_M.	,408 **	1.00				
15 Management Experience	0.06	,504 **	1.00			
16 Number of subordinates	,319 **	0.19	,220 *	1.00		
17 Authentic L.	-0.03	-0.17	-0.20	0.10	1.00	
18 Transparency	-0.05	-,253 *	-,222 *	-0.01	,831 **	1.00
19 Moral/Ethical	0.04	-0.04	-0.13	0.17	,837 **	,583 **
20 Balanced Processing	-0.11	-0.13	-0.21	0.09	,833 **	,597 **
21 Self Awareness	0.03	-0.12	-0.10	0.05	,838 **	,595 **
22 Transformational L.	-0.10	-0.19	-0.18	0.06	,881 **	,678 **
23 I Influence (Attributed)	-0.06	-0.12	-0.18	0.06	,844 **	,627 **
24 I Influence (Behaviors)	-0.13	-0.19	-0.15	0.06	,763 **	,597 **
25 Inspirational Motivation	-0.08	-0.19	-0.10	0.02	,703 **	,554 **
26 Intellectual Stimulation	-0.09	-0.20	-0.13	0.17	,807 **	,612 **
27 Individualized Consideration	-0.10	-0.11	-0.21	-0.02	,787 **	,618 **
28 Transactional L.	-0.07	-0.17	0.02	-0.02	,668 **	,577 **
29 Benevolence	-,246 *	-,231 *	-,298 **	-0.06	,673 **	,564 **
30 Integrity	-0.15	-,268 *	-,377 **	0.04	,729 **	,568 **
31 Trust in Leader	-0.15	-0.21	-,267 *	0.11	,608 **	,474 **
32 Work Engagement	-0.15	-0.12	0.13	0.14	,308 **	,233 *
33 Task Performance	0.00	0.20	0.03	0.02	,270 *	0.21
34 OCB	-0.11	0.10	-0.01	-0.10	,251 *	,220 *
35 Authentic L_M.	0.19	0.04	0.00	,318 **	,223 *	0.13
36 Transparency_M.	-0.05	0.01	-0.03	0.16	0.14	0.13
37 Moral/Ethical_M.	0.03	0.07	-0.02	0.18	0.03	0.01
38 Balanced Processing_M.	,221 *	0.01	-0.06	0.05	0.17	0.09
39 Self Awareness_M.	,261 *	0.02	0.06	,293 **	0.19	0.09
40 Transformational L_M.	0.05	-0.13	-0.02	,241 *	0.06	0.05
41 LInfluence (Attributed)_M.	0.12	-0.12	-0.12	0.08	0.05	0.05
42 I Influence (Behaviors)_M.	0.19	-0.07	0.00	,283 **	-0.08	-0.11
43 Inspirational Motivation_M.	-0.13	-0.09	-0.07	0.05	0.03	-0.03
44 Intellectual Stimulation_M.	0.17	-0.15	0.04	,279 **	0.15	0.16
45 Individualized Consideration_M.	-0.16	-0.07	0.11	,245 *	0.09	0.14
46 Transactional L_M.	-0.02	-0.01	0.01	0.15	0.14	0.12

* p < .05

** p < .01

Note: M. = Manager

L. = Leadership

Intercorrelations for research variables including sub factors (continued)

	19	20	21	22	23	24
1 Sex						
2 Age						
3 Education						
4 Sector of organization						
5 Tenure in job						
6 Tenure in organization						
7 Total Experience						
8 Duration with M.						
9 Sex_M.						
10 Age_M.						
11 Education_M.						
12 Tenure in job_M.						
13 Tenure in organization_M.						
14 Total experience_M.						
15 Management Experience						
16 Number of subordinates						
17 Authentic L.						
18 Transparency						
19 Moral/Ethical	1.00					
20 Balanced Processing	,611 **	1.00				
21 Self Awareness	,558 **	,636 **	1.00			
22 Transformational L.	,698 **	,802 **	,779 **	1.00		
23 I. Influence (Attributed)	,712 **	,780 **	,713 **	,889 **	1.00	
24 I. Influence (Behaviors)	,620 **	,647 **	,685 **	,868 **	,649 **	1.00
25 Inspirational Motivation	,515 **	,602 **	,685 **	,873 **	,693 **	,784 **
26 Intellectual Stimulation	,614 **	,797 **	,697 **	,905 **	,799 **	,718 **
27 Individualized Consideration	,625 **	,726 **	,675 **	,903 **	,783 **	,711 **
28 Transactional L.	,494 **	,517 **	,640 **	,637 **	,567 **	,600 **
29 Benevolence	,470 **	,613 **	,619 **	,736 **	,716 **	,523 **
30 Integrity	,556 **	,713 **	,621 **	,762 **	,767 **	,590 **
31 Trust in Leader	,437 **	,558 **	,576 **	,691 **	,617 **	,560 **
32 Work Engagement	0.18	,254 **	,365 **	,380 **	,304 **	,312 **
33 Task Performance	,229 *	0.21	,231 *	,253 *	,361 **	0.08
34 OCB	0.20	0.12	,255 *	,250 *	,274 *	0.16
35 Authentic L._M.	,218 *	0.16	,214 *	,216 *	,309 **	0.11
36 Transparency_M.	0.16	0.12	0.06	0.13	0.15	0.07
37 Moral/Ethical_M.	0.05	0.02	0.01	0.00	0.12	0.01
38 Balanced Processing_M.	0.21	0.12	0.13	,251 *	,248 *	0.17
39 Self Awareness_M.	0.13	0.13	,274 **	0.16	,232 *	0.05
40 Transformational L._M.	0.02	-0.02	0.14	0.19	0.16	0.12
41 IInfluence (Attributed)_M.	-0.02	0.02	0.12	0.14	0.14	0.09
42 I. Influence (Behaviors)_M.	-0.07	-0.13	0.04	0.06	-0.03	0.12
43 Inspirational Motivation_M.	-0.02	0.01	0.12	0.18	0.12	0.18
44 Intellectual Stimulation_M.	0.13	0.04	0.16	,240 *	,223 *	0.14
45 Individualized Consideration_M.	0.08	-0.02	0.07	0.08	0.16	-0.08
46 Transactional L._M.	0.03	0.14	0.18	0.11	0.13	0.01

* p < .05

** p < .01

Note: M. = Manager

L. = Leadership

	25	26	27	28	29	30
1 Sex						
2 Age						
3 Education						
4 Sector of organization						
5 Tenure in job						
6 Tenure in organization						
7 Total Experience						
8 Duration with M.						
9 Sex_M.						
10 Age_M.						
11 Education_M.						
12 Tenure in job_M.						
13 Tenure in organization_M.						
14 Total experience_M.						
15 Management Experience						
16 Number of subordinates						
17 Authentic L.						
18 Transparency						
19 Moral/Ethical						
20 Balanced Processing						
21 Self Awareness						
22 Transformational L.						
23 I Influence (Attributed)						
24 I Influence (Behaviors)						
25 Inspirational Motivation	1					
26 Intellectual Stimulation	,698 **	1				
27 Individualized Consideration	,711 **	,805 **	1			
28 Transactional L.	,543 **	,571 **	,544 **	1		
29 Benevolence	,597 **	,665 **	,760 **	,406 **	1	
30 Integrity	,542 **	,738 **	,736 **	,432 **	,874 **	1
31 Trust in Leader	,584 **	,630 **	,677 **	,336 **	,787 **	,741 **
32 Work Engagement	,352 **	,296 **	,425 **	0.18	,443 **	,430 **
33 Task Performance	0.182	0.184	,283 **	-0.054	,419 **	,380 **
34 OCB	,231 *	0.136	,290 **	-0.006	,396 **	,328 **
35 Authentic L._M.	0.135	0.184	0.195	0.056	0.178	,296 **
36 Transparency_M.	0.038	0.157	0.129	0.014	0.082	0.196
37 Moral/Ethical_M.	-0.069	-0.077	0.023	0.112	0.04	0.025
38 Balanced Processing_M.	,287 **	0.148	,235 *	0.042	0.165	0.198
39 Self Awareness_M.	0.122	0.187	0.116	-0.009	0.149	,263 *
40 Transformational L._M.	0.181	0.203	0.156	-0.033	0.121	0.17
41 IInfluence (Attributed)_M.	0.09	0.167	0.141	-0.048	0.035	0.125
42 I Influence (Behaviors)_M.	0.135	0.024	0.039	-0.09	-0.116	-0.088
43 Inspirational Motivation_M.	0.201	0.145	0.158	-0.047	0.105	0.113
44 Intellectual Stimulation_M.	,219 *	,279 **	0.183	0.043	0.193	,228 *
45 Individualized Consideration_M.	0.028	0.149	0.063	0.021	,243 *	,269 *
46 Transactional L._M.	0.065	0.164	0.109	0.174	0.13	0.172

* p < .05

** p < .01

Note: M. = Manager

L. = Leadership

Intercorrelations for research variables including sub factors (continued)

	31	32	33	34	35	36
1 Sex						
2 Age						
3 Education						
4 Sector of organization						
5 Tenure in job						
6 Tenure in organization						
7 Total Experience						
8 Duration with M.						
9 Sex_M.						
10 Age_M.						
11 Education_M.						
12 Tenure in job_M.						
13 Tenure in organization_M.						
14 Total experience_M.						
15 Management Experience						
16 Number of subordinates						
17 Authentic L.						
18 Transparency						
19 Moral/Ethical						
20 Balanced Processing						
21 Self Awareness						
22 Transformational L.						
23 I. Influence (Attributed)						
24 I. Influence (Behaviors)						
25 Inspirational Motivation						
26 Intellectual Stimulation						
27 Individualized Consideration						
28 Transactional L.						
29 Benevolence						
30 Integrity						
31 Trust in Leader	1.00					
32 Work Engagement	,447 **	1.00				
33 Task Performance	,250 *	0.12	1.00			
34 OCB	,310 **	,228 *	,643 **	1.00		
35 Authentic L._M.	0.11	0.11	0.20	0.17	1.00	
36 Transparency_M.	0.07	-0.07	0.20	0.07	,618 **	1.00
37 Moral/Ethical_M.	-0.05	-0.06	-0.06	-0.05	,465 **	0.17
38 Balanced Processing_M.	0.16	,217 *	,264 *	,342 **	,546 **	0.08
39 Self Awareness_M.	0.09	0.20	0.11	0.12	,717 **	0.12
40 Transformational L._M.	0.09	0.08	0.15	,250 *	,633 **	,415 **
41 I.Influence (Attributed)_M.	0.04	0.00	-0.01	0.08	,525 **	,420 **
42 I. Influence (Behaviors)_M.	-0.10	-0.03	0.08	0.05	,401 **	,243 *
43 Inspirational Motivation_M.	0.09	-0.04	0.20	0.20	,467 **	,322 **
44 Intellectual Stimulation_M.	,213 *	,225 *	0.13	,298 **	,459 **	0.18
45 Individualized Consideration_M.	0.09	0.17	0.17	,335 **	,543 **	,404 **
46 Transactional L. M.	0.06	,223 *	0.07	0.16	,572 **	,291 **

* p < .05

** p < .01

Note: M. = Manager

L. = Leadership

Intercorrelations for research variables including sub factors (continued)

	37	38	39	40	41	42
1 Sex						
2 Age						
3 Education						
4 Sector of organization						
5 Tenure in job						
6 Tenure in organization						
7 Total Experience						
8 Duration with M.						
9 Sex_M.						
10 Age_M.						
11 Education_M.						
12 Tenure in job_M.						
13 Tenure in organization_M.						
14 Total experience_M.						
15 Management Experience						
16 Number of subordinates						
17 Authentic L.						
18 Transparency						
19 Moral/Ethical						
20 Balanced Processing						
21 Self Awareness						
22 Transformational L.						
23 I Influence (Attributed)						
24 I Influence (Behaviors)						
25 Inspirational Motivation						
26 Intellectual Stimulation						
27 Individualized Consideration						
28 Transactional L.						
29 Benevolence						
30 Integrity						
31 Trust in Leader						
32 Work Engagement						
33 Task Performance						
34 OCB						
35 Authentic L._M.						
36 Transparency_M.						
37 Moral/Ethical_M.	1.00					
38 Balanced Processing_M.	0.00	1.00				
39 Self Awareness_M.	0.00	,438 **	1.00			
40 Transformational L._M.	0.13	,440 **	,504 **	1.00		
41 I.Influence (Attributed)_M.	0.15	0.21	,400 **	,770 **	1.00	
42 I. Influence (Behaviors)_M.	0.04	,330 **	,344 **	,772 **	,500 **	1.00
43 Inspirational Motivation_M.	0.01	,331 **	,418 **	,816 **	,534 **	,764 **
44 Intellectual Stimulation_M.	0.07	,544 **	,368 **	,735 **	,414 **	,411 **
45 Individualized Consideration_M.	,227 *	,250 *	,373 **	,682 **	,452 **	,223 *
46 Transactional L._M.	0.18	,379 **	,493 **	,429 **	,259 *	,277 **

* p < .05

** p < .01

Note: M. = Manager
L. = Leadership

Intercorrelations for research variables including sub factors (continued)

	43	44	45	46
1 Sex				
2 Age				
3 Education				
4 Sector of organization				
5 Tenure in job				
6 Tenure in organization				
7 Total Experience				
8 Duration with M.				
9 Sex_M.				
10 Age_M.				
11 Education_M.				
12 Tenure in job_M.				
13 Tenure in organization_M.				
14 Total experience_M.				
15 Management Experience				
16 Number of subordinates				
17 Authentic L.				
18 Transparency				
19 Moral/Ethical				
20 Balanced Processing				
21 Self Awareness				
22 Transformational L.				
23 I Influence (Attributed)				
24 I Influence (Behaviors)				
25 Inspirational Motivation				
26 Intellectual Stimulation				
27 Individualized Consideration				
28 Transactional L.				
29 Benevolence				
30 Integrity				
31 Trust in Leader				
32 Work Engagement				
33 Task Performance				
34 OCB				
35 Authentic L._M.				
36 Transparency_M.				
37 Moral/Ethical_M.				
38 Balanced Processing_M.				
39 Self Awareness_M.				
40 Transformational L._M.				
41 IInfluence (Attributed)_M.				
42 I Influence (Behaviors)_M.				
43 Inspirational Motivation_M.	1.00			
44 Intellectual Stimulation_M.	,394 **	1.00		
45 Individualized Consideration_M.	,360 **	,577 **	1.00	
46 Transactional L._M.	,328 **	,367 **	,398 **	1.00

* p < .05

** p < .01

Note: M. = Manager

L. = Leadership

APPENDIX E: Tez Fotokopisi İzin Formu

TEZ FOTOKOPİSİ İZİN FORMU

ENSTİTÜ

Fen Bilimleri Enstitüsü ☐

Sosyal Bilimler Enstitüsü ☐

Uygulamalı Matematik Enstitüsü ☐

Enformatik Enstitüsü ☐

Deniz Bilimleri Enstitüsü ☐

YAZARIN

Soyadı : Öncüoğlu

Adı : Burcu

Bölümü : Psikoloji

TEZİN ADI (İngilizce) : Effects Of Authentic Leadership On Performance Through The Mediating Roles Of Trust In Leader And Work Engagement

TEZİN TÜRÜ : Yüksek Lisans ☐

Doktora ☐

1. Tezimin tamamından kaynak gösterilmek şartıyla fotokopi alınabilir. ☐
2. Tezimin içindekiler sayfası, özet, indeks sayfalarından ve/veya bir bölümünden kaynak gösterilmek şartıyla fotokopi alınabilir. ☐
3. Tezimden bir (1) yıl süreyle fotokopi alınamaz. ☐

TEZİN KÜTÜPHANEYE TESLİM TARİHİ: