
TO STUDY RELATIONSHIP BETWEEN AUTHENTIC LEADERSHIP AND DEMOGRAPHIC VARIABLES

Beena Prakash

Research Scholar, NITIE, Mumbai, India

Prof. T. Prasad

Professor, NITIE, Mumbai, India

Prof. S.K.Nair

Professor, NITIE, Mumbai, India

Abstract: Authentic leadership characterised by a leader's transparency, genuineness, openness, self-awareness and clarity in behaviour has emerged as a positive approach to organisational leadership that can help meet today's challenges. The present study examined the relationship between authentic leadership and demographic variables (age and gender). Sample comprised of employees working in different organisation in India. The findings of the study suggest there was no significant difference between gender and perceived authentic leadership. But study found significant difference between age and perceived authentic leadership

Keywords: Authentic Leadership, Balanced Processing Of Information, Relational Transparency.

Introduction: Field of leadership research has evolved; today the focus is not only on the leader but also on followers, peers, supervisors, work setting/context and culture. Leadership is described not only as an individual characteristics or difference, but rather is depicted in various models as dyadic, shared, strategic, global (Avolio, 2005). Alongside this theorisation, gender and leadership remain of considerable interest, particularly given the under-representation of women in leadership positions. Discussions of authentic leadership neglect to address the gendered nature of this contemporary leadership construct (Hopkins & Neil, 2015).

conceptual frameworks are proposed to analyse development of Authentic leadership (Luthans & Avolio, 2003;; Shamir & Eliaam, 2005; Michie and Gooty; 2005, Ilies et al. 2005). To explore the specific links between authentic leadership and followers' eudemonic well-being, Ilies et al. (2005) developed their model starting from the nascent multi-component conceptualization of authenticity. They propose a four-component model of authentic leadership that includes self-awareness, unbiased processing, authentic behaviour/acting and authentic relational orientation. As review of literature shows lack of research work demonstrating effect of demographic variables on authentic leadership. Present study considered demographic variables- age and gender and examined its effect on authentic leadership.

Review of Literature and Hypothesis: Luthans and Avolio (2003) defined authentic leadership "as a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviours on the part of leaders and associates, fostering positive self-development. Marshall (2004) presented the argument forwarded by George that as 90% of business failures are due to poor management strategies. Leader must give employees opportunities and tools to ensure that employees can succeed. It is possible to achieve this type of employee-commitment in any business. The five dimensions of authentic leadership stated are understanding you purpose, practising solid values, leading with your heart, establishing connected relationships, self-discipline in getting results.

Avolio (2005) described defining features of authentic leadership theory in comparison to transformational, charismatic, servant and spiritual leadership. Authentic leader and authentic follower development are considered to be inherently dynamic processes. Sparrow (2005) proposed different

perspective on authenticity in leadership that is based on the framework of the narrative self. Drawing from hermeneutic philosophy, suggested that authenticity is not achieved by self-awareness of one's inner values or purpose, but instead is emergent from the narrative process in which others play a constitutive role in the self. Kapasi (2015) work revealed how high profile women leadership constructed gendered leadership with reference to authentic leadership. One investigation of the relationship between authentic leadership, gender, psychological capital, and positive work climate found that the predominantly male authentic leaders provided a slightly less positive climate for female than for male followers (Woolley et al., 2011). Thus, the hypothesis are:

H1: Perceived authentic leadership do not vary according to gender of the employees

H2: Perceived authentic leadership do not vary according to age of the employees

Research Methodology: Sample for the given study consisted of 104 Indian professionals working with different organisation. 130 questionnaires were administered and 104 questionnaires were received. Sample comprised of 58% males and 42% females (Mean age of the participant was 38 and SD = 1.1). For the measurement of authentic leadership , authentic leadership scale (ALQ) developed by Avolio et, al. (2010) was applied. Reported reliability of the scale was .75 in the present study.

Results and Discussions: The sample was segregated based on demographic variables age and gender. One way ANOVA was applied to analyse the difference in the perceptions of employees regarding authentic leadership. Post hoc tests were further conducted using the Tukey test to identify significantly different group.

Table 1: Group Statistics

gender	N	Mean	Std. Deviation	Std. Error Mean
male	61	4.04	.31	.04
female	43	3.96	.38	.05

It can be inferred from the above table, mean for male respondent (M=4.04, sd=.31) was found to be higher compared to female gender (M=3.96, sd=.38)

Table 2: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.154	1	.154	1.244	.267
Within Groups	12.624	102	.124		
Total	12.778	103			

It was observed from the table 3, mean was highest for employees in the age group above 50 (M=4.08, SD =.34) and lowest was observed for the age group between 31-40 (M=3.96, SD=.34).

Table 3 - Group Statistics

	N	Mean	S.D.	Std. Error
Below 30	6	4.48	.266	.108
31-40	49	3.96	.343	.049
41-50	18	4.03	.304	.071
Above 50	31	4.08	.347	.062
Total	104	4.04	.354	.034

Table 4 - ANOVA

	Sum Squares	of df	Mean Square	F	Sig.
Between Groups	1.545	3	.515	4.585	.005
Within Groups	11.233	100	.112		
Total	12.778	103			

It can be inferred from above table, authentic leadership had significant difference based on age as ($F=4.58$, $p<.05$). Thus, Hypothesis 2 is accepted.

Multiple Comparisons Tukey HSD						
(I) age	(J) age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Below 30	31-40	.52530	.14496	.003	.1465	.9041
	41-50	.45486	.15799	.025	.0421	.8677
	Above 50	.40894	.14948	.036	.0184	.7995
31-40	Below 30	-.52530	.14496	.003	-.9041	-.1465
	41-50	-.07044	.09237	.871	-.3118	.1709
	Above 50	-.11636	.07692	.434	-.3173	.0846
41-50	Below 30	-.45486	.15799	.025	-.8677	-.0421
	31-40	.07044	.09237	.871	-.1709	.3118
	Above 50	-.04592	.09932	.967	-.3054	.2136

Keeping below 30 age group constant, It was observed from the above table, difference is significant for age group 31-40, 41-50 and above 50.

Limitations of the Study: As the study uses correlational research design with cross sectional data, it cannot offer in-sights into the causal linkages as all the variables are measured at the same time. Also, as the measures for all the variables are collected from same source at a time, the study is susceptible to common method bias.

Conclusion: As the objective of the study was to fill the research gap by contributing the research findings by analysing impact of demographic variables on authentic leadership. Study found perceived authentic leadership does not have any significant difference between male and female gender. But in contrast, study found authentic leadership have significant difference between different age group of the employees. Thus, the present stud reflects the relevance of demographic characteristics of employees in explaining perceived authentic leadership.

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