The Role of Authentic Leadership on Employee Engagement in Europe

Arthur Lorenzo & Aline Aurora

The Role of Authentic Leadership on Employee Engagement in Europe

[1]**Arthur Lorenzo, Ghent University, Belgium**

[2]**Aline Aurora, Ghent University, Belgium**

*E-mail of corresponding author: Lorenzoal@gmail.com

Abstract

Authentic leadership encourages self-awareness, relational transparency, balanced processing and Internalized moral perspective of information and the relations with respect to the leaders working with their subordinates, consequently cultivating positive self-improvement. This study related the idea of authentic leadership in refining employee engagement. The concepts of authentic leadership incorporate self-awareness, relational transparency, balanced processing and relational transparency. An extensive literature review was done to infer the findings, conclusions, and recommendations. In perspective on the assessed review, authentic leadership positively affect and employee engagement. There was a significant and positive connection between authentic leadership, work fulfilment and employee engagement. Numerous studies concluded that teams with more authentic characteristics in their leaders, had more satisfied and engaged employees. The influential mentors were perceived as authentic leaders who acted within dimensions that were consistent with authentic leadership theory: self-awareness, relational transparency, balanced processing and internalized moral perspective. Employee engagement is positively influenced by quality employee organization relationships and positive internal reputation. Results showed that both leader's consistency between words and actions as well as their balanced processing are positively related to employee engagement. As an antecedent, authentic leadership critically affects the nurturing of an organization's transparency and positive employee relational outcomes, which, in turn, enhance reputation and thus overall performance.

Keywords: *Authentic Leadership, Employee Engagement & American Workplaces.*

1.1 Introduction

Leaders are very important in any of the business entity and over years, many researchers have analyzed the roles played by them in an organization. Consequently, they have altered classification of leaders and management. Nowadays, there can be established various sorts of leaders and leadership according to their practices and their objectives (Joo & Nimon, 2014; Avolio & Gardner, 2015). Genuine leadership has been related to a pattern of leader habits which draws upon as well as promotes both positive emotional capabilities as well as a favorable ethical environment. It urges more famous self-awareness, sensible transparency, balanced handling of the info as well as the relations relative to the leaders collaborating with their subordinates, in this way growing favorable self-advancement (Gardner, Cogliser, Davis & Dickens, 2011; Leroy, Anseel, Gardner & Sels, 2015; Wang, Sui, Luthans, Wang & Wu, 2014).

The concept of authentic leadership has lately created as an amendment to moral and also transformational management (Wong & Laschinger, 2013). Both theoretics and also specialists in the area of leadership highlight the importance of genuine leadership. It is considered that troubles associated with authentic management can be much better observed from the placement of the leader given that the authentic management construct is mainly based on self-awareness as opposed to the examination of various other people (Luthans, Norman & Hughes, 2016). Furthermore, years of experience is taken into consideration as an essential element, which can be used for far better understanding of the way of living and operate in educational institutions.

This study related the concept of authentic leadership in refining employee engagement. According to Avolio & Gardner (2015; Leroy, Anseel, Gardner, and Sels (2015); Neider and Schriesheim (2011), the concepts of authentic leadership include self- awareness, relational transparency and balanced processing.

2.1 Self-Awareness

According to Caldwell and Hayes (2016), self-awareness is the capacity to precisely see the dimension of expertise, learning, esteem and duty we use with regards to our feelings. Palmer (2014) claims self-awareness requires self-reflection of assumptions and the impact of those assumptions on others. Awareness enables us to comprehend our strengths and our weaknesses and is a basic advance along the way to self-improvement (Walumbwa, Christensen and Hailey, 2011). Self-awareness gives a feeling of intensity, harmony and thriving. Leaders become progressively certain with strengths and start to spread and change how individuals play out their duties and how viable they communicate with others. Sullivan (2017) asserts that self-awareness gives a comprehension of one's strengths and weaknesses in execution of a certain duties in an organization.

Okpara and Agwu (2015) conducted a study on self-awareness and employee commitment in the Nigerian banking sector. The study was a survey and the sample for the study included two

hundred and ten bank managers in the Southern zone of Nigeria. Data were accumulated predominantly in the urban regions where we have a high gathering of the banks through gathering and survey instrument saw to be strong with Cronbach Alpha estimations of 0.7 or more. The results of the investigation at 0.05 measurement of centrality exhibited that self-awareness is quite related to net advantage and level of benefit, anyway no strong relationship was found between self-awareness and bit of the general business. The gathering results in like manner maintained our findings. In light of the results, the investigation assumed that self-awareness determinedly impacts net advantage and rate of gainfulness. The investigation endorsed that associations ought to set up their managers/employees to pick up the abilities related to self-awareness.

Leroy, *et al* (2015) checked out the role of genuine followership in the just recently settled partnership between authentic management and also fan in-role and extra-role employee engagement. Utilizing self-determination Theory (SDT) as a managing framework, the writers suggested that genuine management, authentic followership, and their interchange are emphatically identified with the fulfilments of fans' essential needs, which, hence, are distinctly understood adherent work duty performance. The research carried out a survey research of 30 leaders as well as 252 fans in 25 Belgian service business. The end results provided evidence of a favorable relationship to both authentic leadership and authentic followership with devotee basic need fulfilment in a cross-level version where genuine management was totalled to the celebration degree of examination. Cross-level cooperation results revealed that authentic management reinforced the connection."

Gatling, Castelli as well as Cole (2013) performed a research study on the genuine leadership function of self-awareness in advertising mentoring effectiveness as well as discovered that authentic leadership encompasses four dimensions important for the success of management: self-awareness, relational transparency, balanced processing and internalized moral perspective. Business Coaching, genuine leadership is a vital factor in the trainer- client connection in which the leader shows to others a genuine as well as authentic wish to understand their leadership so as to serve others even more efficiently. The study checked out the relationship between management design as well as mentoring feasibility among 96 business coaches from the Specialist Company Coaches Partnership (PBCA). Study results revealed genuine leadership and also its integral factor self-awareness were basically related to mentoring adequacy.

Butler, Kwantes and Boglarsky (2014) examined the impacts of self-awareness on the view of leadership viability in the hospitality industry. The study looked to find out if self-awareness, one essential feature of passionate insight identifies with a view of leadership adequacy for hospitality leaders contemplating cultural setting (e.g., vulnerability shirking, execution introduction, and in-bunch community). A total of 696 managers at an international organization in the hospitality part were surveyed and each chose up to 3– 5 different people to finish a depiction of their leadership styles of reasoning and acting. Results showed that self-awareness brought about expanded

impression of pioneer viability in everything except one of the cultural states of this research, notwithstanding when the nature of the work connection among leaders and others was first considered.

Various researchers found that leaders who score high in self-awareness are bound to be viewed as successful leaders. Caldwell and Hayes (2016) for instance, contends that elevated self-awareness enables leaders to perceive and control the impacts of their feelings on their conduct and considerations, and along these lines enables them to create more grounded individual relationships with followers so as to turn out to be progressively compelling leaders. Further Caldwell and Hayes (2016) found that self-mindful leaders ought to be better ready to perceive their mistakes and meet organizational objectives.

Bratton, Dodd, and Brown (2011) took a look at the result of components of psychological knowledge (EI), especially those identified with self-awareness, on self-other understanding as well as employee engagement. The research used a quantitative research to break down study data gathered from a matched example of146 supervisors as well as 1,314 subordinates at a global modern technology organization positioned in The United States and Canada. The research study located that the link between EI as well as leader performance is most based for supervisors that disparage their managerial abilities. Under estimators, win higher adherent evaluations of supervisor performance than all various other understanding categories (In understanding/great, in understanding/poor, and also overestimators). The study furthermore suggests that there seems, by all accounts, to be a negative relationship between EI as well as supervisor efficiency for managers who overstate their supervisory abilities.

According to Ashley and also Reiter-Palmon (2012) on their research study labelled self-awareness as well as the advancement of leaders, discovered that self-awareness is associated with fruitful management. Although self-awareness check out has produced numerous ranges to determine self-awareness, none have done because of this with the indisputable prime focus of management. The research study compressed 3 examinations planned to produce as well as begin authorization for a scale to evaluate self-awareness with regards to leadership and pioneer innovation. The effect of Research 1 and also 2 was a 54-thing self-awareness scale. A confirmatory element investigation offered evidence to a minimal fit. Anticipating validity was evaluated in Study 3 by looking for the relationship between self-awareness and arises from an MBA capstone program planned to some extent to enhance document, cultivate collaboration, and increment self-awareness. Self-awareness was the self-governing variable. The dependent aspects were the assessed, recorded results of 2 type of organized pretending practices meant to satisfy program objectives and included understudies working in dyads or in little celebrations. Favorable associations were discovered in between the new scale and also some gathering setup proportions of representative commitment, yet not for the dyad actions.

Condon (2011) carried out a research to analyze the connection in between self-awareness and also management while acknowledging the demand for boosted methods. The research suggested a correlational method for estimating self-awareness. Seventy-two managers that were each combined with among seventy-two particular subordinate employees spoke with the leaders concerning their partnership. Every director evaluated their very own mental, social and also passionate knowledge at 2 times, two weeks divided, and their private worker secondary examined the chief on twelve Pioneer Practices. As expected, the supervisors mean of self-appraisals were associated with representative reviewed leaders Conduct. The research study added to the logical comprehension of the connection in between social understanding as well as leadership just as the relationship in between self-awareness and leaders conduct in authentic management.

Rubens, Schoenfeld, Schaffer as well as Leah (2018) compete that in the here and now global service environments, workers want to C-Level executives to drive and also relocate them in the direction of a favorable outcome. Regardless, so regarding be feasible right here, it is crucial for a leader to have engaging passionate mindfulness. A reliable official comprehends that what they convey to their setting isn't nearly organisation smarts, yet instead a whole package that all plays into their staminas and also weak points. Mindfulness allows leaders to identify the weak points in their management abilities and also disclose the locations in which they are best equally as areas that require additional work. These understandings help them in deciding on observing choices and also help them be significantly sensible in allowing workers towards positive outcomes.

2.2 Relational Transparency

According to Avolio and Gardner (2015), relational transparency includes being straightforward and direct in managing others. This requires a leader to being consistent with one's qualities and communicating this to other people; this includes the open sharing of data about one's contemplations and emotions. Straightforwardness, as esteem, it involves being open, fair, and clear, withstanding to the sets of principles, noticeable and available as a leader and this straightforwardness makes trust.

"Leroy, Palanski and Simons (2012) considered authentic leadership and social behavioral as drivers of supporter responsibility and representative commitment. The study proposed and tried the idea that authentic leadership conduct is a precursor to view of leader social respectability, which thus influences adherent full of feeling a hierarchical duty and supporter work representative commitment. Analysis of the survey of 49 groups in the administration business bolstered the recommendation that authentic leadership is identified with adherent emotional authoritative responsibility, completely intervened through leader conduct respectability. Further, the study found that authentic leadership and leader conduct honesty are identified with devotee work worker commitment, completely intervened through supporter emotional authoritative duty."

Hassan and Ahmed (2011) conducted a study on authentic leadership, trust, and work commitment. The study inspected how authentic leadership adds to subordinates trust in leadership and how this trust, thusly, predicts subordinates' work commitment. A sample of 395 representatives was randomly chosen from a few local banks working in Malaysia. Institutionalized instruments, for example, ALQ, OTI, and EEQ were utilized. Results showed that authentic leadership advanced subordinates' trust in leader, and added to work commitment. Moreover, relational trust anticipated representatives work commitment just as intervened the connection between this style of leadership and representatives' work commitment.

"Wang and Hsieh (2013) did a study on the impact of authentic leadership on representative trust and worker commitment. The study inspected the impact of authentic leadership on representative commitment through worker trust. Data was collected from 386 employees in the top 1,000 manufacturing companies and the top 500 service companies in Taiwan. Hierarchical multiple regression was employed to test the hypotheses. The results demonstrated that the two administrators' consistency among words and activities just as their ethical observations are decidedly identified with worker commitment, while just manager's consistency among words and activities is emphatically identified with employee trust. In addition, worker trust was appeared to be emphatically identified with employee commitment. Therefore, employee trust was found to have an intervening impact between authentic leadership and worker commitment."

Gilbert, Myrtle and Sohi (2015) conducted a study on relational behavior of leaders. The research will expand past research looking at relevant elements that impact leadership style dependent on the qualities of a person– employment fit. Utilizing data got from a 360° evaluation that incorporated one's top chiefs, companions, and subordinates (N = 934), the research found that leaders working in settings that pull in Holland's Social (S) types show more positive social conduct than the individuals who work in Reasonable (R) type work settings. Additionally, the findings show that the connection between leadership style and saw viability shifts dependent on the work premiums shared by people who are pulled in to various professional settings. One style of leadership does not fit all work settings, and the person– employment fit structure can help clarify what involves a powerful leadership style in various settings.

Yi, *et al* (2017) examined how the leader's transparency conduct impacts representative innovativeness with the intervening roles of psychological safety and ability to focus attention. A sample of data from 51 groups and 199 representatives in an IT organization situated in China demonstrated that both psychological safety and ability to focus attention had a positive connection between the leader's transparency and worker innovativeness. Moreover, the leader's transparency conduct was observed to be emphatically identified with worker psychological security, which thusly influenced employee capacity and inventiveness.

Furthermore, Houser, *et al* (2014) conducted an experimental analysis of transparent leadership. The research found that leaders ' proposals energize collaboration in all medications, however, both leaders and their group members bound to pursue leaders' suggestions when organizations are transparency. Transparency prompts altogether more participation, higher gathering income and decreased variety in commitments among the group.

2.3 Balanced Processing

According to Avolio and Gardner (2015), "balanced processing is the objective evaluation of information before making a decision, including encouraging others to question or challenge one's values ". Rego, Sousa, Marques and Cunha (2012) found in the balanced processing handling an effective leaders pioneer requests contradicting perspectives and thinks about all choices before picking a strategy. In balanced processing, there is no incautious activity or concealed motivation and plans are well considered and transparently talked about. The leaders are required to establish a conducive environment where the employees can contribute to the making of the decisions.

According to Walumbwa, Luthans, Avey and Oke (2011) balanced processing involves leader conduct portrayed by impartially considering every critical data before one settles on a choice, including conduct that is less at risk to distortion, nullification, and exaggeration. As indicated by Avoid and Gardner (2015), balanced processing is the target assessment of data before settling on a choice, including urging others to address or challenge one's qualities.

"Stander, De Beer and Stander (2015) examined authentic leadership as a wellspring of confidence, trust in the organization and work commitment in the general public health services. The goals of this study were to decide if the leadership style of AL could foresee idealism, trust in the organization and work commitment among a substantial example of employees from different capacities in open health clinics and facilities in Gauteng and to set up whether confidence and trust in the organization could intercede the relationship between AL and work commitment. A convenience sample of 633 general health employees from different capacities inside 27 open emergency clinics and centers in the area were used in this research A cross-sectional research design was implemented. Structural equation Basic condition displaying was used to research the Authentic Leadership Inventory (ALI), and the legitimacy and attack of the estimation demonstrate, to position AL as an occupation asset inside the nomological net and to test its interceding impacts. The study found that modern companies are enhancing critical indicator of confidence and trust in the association and that positive thinking and trust in the organization interceded the connection among AL and work commitment."

Berggren and Bernshteyn (2017) examined the role of organizational transparency in driving a company's employee engagement. The investigation contrasted the status of the present associations and different everyday issues where transparency has been a crucial driver of effectiveness. Knowledge depends on hands-on experience working with a few organizations on

these issues just as structuring programming to help the rationale. The study found that cutting edge organizations are finding a way to drive organization worker commitment through expanded effectiveness conveyed by expanded transparency yet few take it the whole distance. No all-inclusive model is endorsed however an unmistakable succession of establishments that should be set up is found.

Vogelgesang, Leroy and Avolio (2013) estimated that appraisals of leaders conduct of trustworthiness would intervene in the connection between leader transparency correspondence and adherent work commitment, which would likewise have a positive association with execution. The investigation tried our speculations utilizing information gathered from military cadets (n = 451), who each evaluated their separate head. The finding demonstrated that supporters who appraised their pioneers as showing increasingly transparency correspondence at Time 1, likewise evaluated themselves as progressively occupied with their work job at Time 2 (after 3 weeks) and that their impression of leader's social transparency intervened that relationship.

"Men (2015) examined how worker commitment is related to other result factors of employee – organization associations and inward notoriety and how it is driven by hierarchical relevant variables of authentic leadership and transparency communication. Through an online quantitative review of 400 representatives who work for different medium-sized and vast enterprises in the United States, the study found that worker commitment is emphatically impacted by quality representative organizations connections (i.e., worker trust, control commonality, responsibility, and fulfillment) and positive inner notoriety. As a predecessor, legitimate initiative fundamentally influences the sustaining of an association' transparency and positive worker social results, which, thus, improve notoriety and in this manner employee commitment."

Pope (2018) studied the impacts of the Authentic Leadership Style on Job Satisfaction in Subordinate Employees. Online enlistment utilizing a member pool and internet-based life was utilized to test grown-ups who have been utilized either full or low maintenance, can read English and have been under supervision while at work. The effects of this research were that a critical affiliation existed between authentic leadership and job satisfaction, just as general employment satisfaction, however not between genuine initiative and assignment satisfaction or leader satisfaction. Suggestions for positive social change incorporate the improvement of human asset forms. Human asset experts could utilize real initiative in worker enrolment by adapting on boarding evaluations to validness builds, for example, moral direct and transparency.

"Darvish and Rezaei (2011) on their study on the effects of authentic leadership on job satisfaction and team commitment contended that one of the challenges towards organization is maintaining good employees in a competitive business environment in order to achieve their objectives. Workers' inclination and disposition to their activity, group and organization is a critical factor, which can't be disregarded by association. The representatives' powerful reaction to various part

of occupation and association will affect their commitment and conduct. Specialists and professionals have considered credible authority as one of the territories brought up in the writing of present-day initiative lately. Darvish and Rezaei (2011) investigated the effect of true authority and its components on group duty and employment fulfillment. An aggregate of 80 surveys was filled by workers and dissected by SPSS 18.0 programming. As indicated by got results, there was an important and positive relationship between's valid administration, work, and group duty. The study presumed that groups with progressively genuine attributes in their pioneers had increasingly fulfilled and submitted representatives".

Shapira-Lishchinsky and Levy-Gazenfrantz (2015) examined authentic leadership strategies in support of mentoring processes. The point of the study was to decide if teacher mentees see their mentors as valid authentic leaders and assuming this is the case, how these recognitions influenced their initiative techniques. The sample included 60 Israeli educator mentees from various school levels and diverse segments, who volunteered to partake in the investigation. Semi-organized meetings were led to investigate members' impression of tutoring forms that had affected them expertly. The investigation built up that the persuasive guides were seen as valid pioneers who acted inside four measurements that were steady with a true initiative hypothesis: mindfulness, adjusted handling, social transparency and disguised good point of view. Moreover, it was found that the persuasive tutors had added to the mentees' advancement of authority techniques that included imagining, connecting with, assessing, reflecting and checking.

2.4 Internalized moral perspective

This refers to the ability of the leaders to self-regulate and consequently they are able to hold a firm moral position which is internally driven and can therefore hold against societal and group pressure, Walumbwa, et al (2008). Kernis and Goldman (2005) in their work, concluded that when the four constructs of authentic leadership were combined, the result was positive correlation with psychological well-being, life satisfaction and high self-esteem, while in isolation internalized moral perspective was related to only two psychological well-being measures. Gardner et al., (2005) concluded that the four dimensions of authentic leadership respects an aspect of leadership authencity especially how leaders monitor and self-regulate their behaviour.

3.1 Conclusion and Recommendations

Based on the reviewed studies, authentic leadership has a positive effect on an employee engagement using the concepts of authentic leadership that included self- awareness, relational transparency and balanced processing.

Under self-awareness, authentic leadership conduct was decidedly identified with chief appraised authoritative citizenship conduct and work commitment. controlling for perfect power remove, organization type, and supporters' socioeconomics, for example, age and sex. These connections

were intervened by the adherents' dimension of distinguishing proof with the boss and their sentiments of strengthening.

Further, the study showed that authentic leadership and its constitutive factor self-awareness were fundamentally identified with training adequacy. Coaching organizations, establishments, and collisions may benefit from this research in the event that they wish to use more elevated amounts of authentic leadership and self-awareness when creating determination, appraisal, preparing and estimation frameworks. self-awareness brought about expanded impression of pioneer adequacy in everything except one of the social states of this examination, notwithstanding when the nature of the work connection among leaders and others was first considered. Positive associations were found between the new scale and some gathering setting proportions of representative commitment, yet not for the dyad measures. Worker imagination is fundamentally connected with authentic leadership, work commitment, and mental strengthening. Likewise, it was additionally found that additionally drawn in representatives at work were progressively innovative and feeling of strengthening intervenes the connection between authentic leadership and worker innovativeness. Nonetheless, the examination likewise proposes that there have all the earmarks of being a negative relationship between EI and leader performance for managers who overestimate their leadership abilities.

Under relational transparency, authentic leadership and leader social integrity are identified with adherent work worker commitment, completely interceded through devotee full of feeling organizational responsibility. Authentic leadership advanced subordinates' trust in leader and added to work commitment. In addition, relational trust anticipated representatives work commitment just as intervened the connection between this style of leadership and workers' work commitment. Results demonstrated that the leader's consistency among words and activities just as their decent preparing are emphatically identified with worker commitment, while just supervisor's consistency among words and activities is decidedly identified with representative trust. Additionally, worker trust was appeared to be emphatically identified with representative commitment. Worker trust was found to have a fractional interceding impact between authentic leadership and representative commitment.

The relationship between leadership style and perceived effectiveness fluctuates based on the work intrigues shared by people who are pulled in to various professional settings. One style of leadership does not fit all work settings, and the person-job fit system can help clarify what involves compelling leadership style in various settings. Leaders' transparency conduct was observed to be decidedly identified with worker psychological wellbeing, which influenced the representative capacity to center attention and innovativeness.

Consequently, transparency prompts essentially more participation, higher gathering income and diminished variety in commitments among the group. Modern organizations are finding a way to

drive organization representative commitment through expanded productivity conveyed by expanded transparency however few take it the whole distance. Individuals who evaluated their leaders as showing increasingly transparency correspondence at Time 1, additionally appraised themselves as progressively occupied with their work job at Time 2 (after 3 weeks) and that their impression of leader conduct integrity interceded that relationship. Multi-level path analysis proposes that the leader's relational transparency, a group level build, applies a cross-level impact on supporter's organizational abnormality through the interceding roles of conduct integrity and devotee's trust in the leader.

Under balanced processing, balanced processing a successful authentic leader requests restricting perspectives and thinks about all choices before picking a strategy. AL was a critical indicator of good faith and trust in the organization and that hopefulness and trust in the organization interceded the connection among AL and work commitment. There was a huge affiliation existed between authentic leadership and collaborator fulfillment, just as general occupation fulfillment, yet not between authentic leadership and assignment fulfillment or leader fulfillment. Suggestions for positive social change incorporate the improvement of human asset forms. Moreover, representative preparing planned for authentic qualities may decrease work-related pressure, non-appearance, and employee turnover.

There was an important and positive connection between's authentic leadership, job satisfaction, and employee engagement. The research inferred that groups with increasingly authentic attributes in their leaders had progressively fulfilled and submitted employees. The persuasive coaches were seen as authentic leaders who acted inside four measurements that were steady with authentic leadership hypothesis: self-awareness, balanced processing, relational transparency and disguised good point of view. Employee engagement is vigorously impacted by quality employee organization connections (i.e., employee trust, control commonality, duty, and satisfaction) and positive inner notoriety. As a forerunner, authentic leadership basically influences the sustaining of an organization's transparency correspondence and positive employee social results, which, thus, enhance the reputation and thus employee engagement.

REFERENCES

Avolio, B. J., & Gardner, W. L. (2015). Authentic leadership development: Getting to the root of positive forms of leadership. *The leadership quarterly*, *16*(3), 315-338. https://doi.org/10.1016/j.leaqua.2005.03.001

Berggren, E., & Bernshteyn, R. (2017). Organizational transparency drives company employee engagement. *Journal of Management Development*, *26*(5), 411-417. https://doi.org/10.1108/02621710710748248

Bratton, V. K., Dodd, N. G., & Brown, F. W. (2011). The impact of emotional intelligence on accuracy of self-awareness and leadership performance. *Leadership & Organization Development Journal*, *32*(2), 127-149. https://doi.org/10.1108/01437731111112971

Butler, A. M., Kwantes, C. T., & Boglarsky, C. A. (2014). The effects of self-awareness on perceptions of leadership effectiveness in the hospitality industry: A cross cultural investigation. *International Journal of Intercultural Relations*, *40*, 87-98. https://doi.org/10.1016/j.ijintrel.2013.12.007

Caldwell, C., & Hayes, L. A. (2016). Self-efficacy and self-awareness: moral insights to increased leader effectiveness. *Journal of Management Development*, *35*(9), 1163-1173. https://doi.org/10.1108/JMD-01-2016-0011

Condon, R. J. (2011). The Relationship between self-awareness and leadership: Extending measurement and conceptualization.

Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. P. (2011). Authentic leadership: A review of the literature and research agenda. *The Leadership Quarterly*, *22*(6), 1120-1145. https://doi.org/10.1016/j.leaqua.2011.09.007

Gatling, A. R., Castelli, P. A., & Cole, M. L. (2013). Authentic leadership: the role of self-awareness in promoting coaching effectiveness. *Asia-Pacific Journal of Management Research and Innovation*, *9*(4), 337-347. https://doi.org/10.1177/2319510X14523097

Gatling, A., Shum, C., Book, L., & Bai, B. (2017). The influence of hospitality leaders' relational transparency on followers' trust and deviance behaviors: Mediating role of behavioral integrity. *International Journal of Hospitality Management*, *62*, 11-20.

Gilbert, G. R., Myrtle, R. C., & Sohi, R. S. (2015). Relational behavior of leaders: a comparison by vocational context. *Journal of Leadership & Organizational Studies*, *22*(2), 149-160. https://doi.org/10.1177/1548051814548278

Hassan, A., & Ahmed, F. (2011). Authentic leadership, trust and work engagement. *International Journal of Human and Social Sciences*, *6*(3), 164-170.

Houser, D., Levy, D. M., Padgitt, K., Peart, S. J., & Xiao, E. (2014). Raising the price of talk: An experimental analysis of transparent leadership. *Journal of Economic Behavior & Organization*, *105*, 208-218. https://doi.org/10.1016/j.jebo.2014.05.003

Joo, B. K., & Nimon, K. (2014). Two of a kind? A canonical correlational study of transformational leadership and authentic leadership. *European Journal of Training and Development*, *38*(6), 570-587. https://doi.org/10.1108/EJTD-12-2013-0129

Leroy, H., Anseel, F., Gardner, W. L., & Sels, L. (2015). Authentic leadership, authentic followership, basic need satisfaction, and work role performance: A cross-level study. *Journal of Management*, *41*(6), 1677-1697. https://doi.org/10.1177/0149206312457822

Leroy, H., Anseel, F., Gardner, W. L., & Sels, L. (2015). Authentic leadership, authentic followership, basic need satisfaction, and work role performance: A cross-level study. *Journal of Management*, *41*(6), 1677-1697.

Leroy, H., Palanski, M. E., & Simons, T. (2012). Authentic leadership and behavioral integrity as drivers of follower commitment and performance. *Journal of Business Ethics*, *107*(3), 255-264. https://doi.org/10.1007/s10551-011-1036-1

Luthans, F., Norman, S., & Hughes, L. (2016). Authentic leadership. *Inspiring leaders*, 84-104.

Men, L. R. (2015). Employee engagement in relation to an employee–organization relationships and internal reputation: effects of leadership communication. *Public Relations Journal*, *9*(2), 1-22.

Neider, L. L., & Schriesheim, C. A. (2011). The authentic leadership inventory (ALI): Development and empirical tests. *The leadership quarterly*, *22*(6), 1146-1164. https://doi.org/10.1016/j.leaqua.2011.09.008

Pope, T. Y. (2018). *Effects of the Authentic Leadership Style on Job Satisfaction in Subordinate Employees* (Doctoral dissertation, Walden University).

Rego, A., Sousa, F., Marques, C., & e Cunha, M. P. (2012). Authentic leadership promoting employees' psychological capital and creativity. *Journal of business research*, *65*(3), 429-437. https://doi.org/10.1016/j.jbusres.2011.10.003

Rubens, A., Schoenfeld, G. A., Schaffer, B. S., & Leah, J. S. (2018). Self-awareness and leadership: Developing an individual strategic professional development plan in an MBA leadership course. *The International Journal of Management Education*, *16*(1), 1-13. https://doi.org/10.1016/j.ijme.2017.11.001