

FOLLOWER COMMITMENT: THE IMPACT
OF AUTHENTIC LEADERSHIP'S
POSITIVITY AND JUSTICE ON PRESENTEEISM

A dissertation submitted in partial fulfillment of the
requirements for the degree of
Doctor of Education

By

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I HEREBY RECOMMEND THAT THE DISSERTATION PREPARED
UNDER MY SUPERVISION BY Caroline Antonia Drakeley ENTITLED Follower
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Presenteeism BE ACCEPTED IN PARTIAL FULFILLMENT OF
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ABSTRACT

Drakeley, Caroline Antonia Ed.D., Organizational Studies Ed.D. program, Wright State University, 2018. Follower Commitment: The Impact of Authentic Leadership's Positivity and Justice on Presenteeism.

Leadership behaviors are associated with organizational commitment for a unique niche of individuals – those who produce less work while in the workplace due to health-related problems, such as anxiety, stress, or depression. New research shows followers' perceptions of leaders' positive support and organizational justice (procedural and distributive) are significantly positively associated with followers' perceived organizational commitment. This quantitative correlational study explored the relationship between followers' perceptions of leadership support, leadership procedural justice, and leadership distributive justice, as well as their own perceptions of their emotional stability, and organizational commitment using the authentic leadership framework. Further research using multiple linear regression investigated if a combination of two or more variables, including leadership support, organizational justice (procedural and distributive) or emotional stability, could predict organizational commitment. The study found that followers' perceptions of their leadership support and followers' emotional stability could predict organizational commitment for individuals with low psychological capital (PsyCap).

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authenticity can positively impact individuals in the workplace. She practices it every day.

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DEDICATION

A lot can happen in three years, the time it took for me to complete my doctoral program. Along with learning so much about leadership, statistics, research, organizations, change, and distance learning, I read so many journal articles and books on leadership – authentic leadership, positive leadership support, justice, and existentialism. I wish I had gained this knowledge when I was just starting out in the workplace. However, I do not believe the impact would have been as great had I not first experienced life in the business world. I know my experiences led me to my passion – leadership.

While I was studying, my life changed in so many ways. My husband and I moved from Ohio to Georgia. We survived tropical storms Mathew and Irma, and hurricane Michael. My mother-in-law, Betty Drakeley, passed away the first year with Stage 4 lung cancer. My daughter, Sara Drakeley, moved from Los Angeles to New York and then back, again, to California to pursue software engineering. My son, Douglas “Teddy” Drakeley, deployed to Iraq, during the second year of my program, and returned nine months later safe, ready to begin studying at the University of California, Davis (UCD). And, my step-father, Kjell Steinmo, passed away from the young age of 92, the last year of my doctoral program.

I dedicate this work to my family for their love and endless support: my husband, Doug; my daughter, Sara; my son, Teddy; my mother, Sara; my step-father, Kjell, and my father, Jack Crater, who suddenly passed away 20 years ago.

Doug and I met at UCD as undergraduates and have continued our life-long love of learning throughout our marriage. Doug’s patience and positive encouragement helped

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CHAPTER 1: INTRODUCTION

Presenteeism, where individuals in the workplace produce less work due to health-related issues, is causing an increasing global problem in organizations (Chisholm et al., 2016). Creating a higher financial burden than absenteeism (Loeppke et al., 2009), this crisis is impacting government, business, healthcare, and nonprofit organizations and is gaining the attention of the World Health Organization (WHO) and the European Agency of Safety and Health at Work (“Calculating the Cost,” 2014). Since 1990, this worldwide phenomenon has increased more than 50% (Chisholm et al., 2016). While the literature differs on the exact cost of presenteeism, even a minimum of two months a year of lost days is a significant cost to organizations.

In 2009, researchers found that depression and anxiety were the most predominant causes of health-related productivity loss at work, followed by allergies, obesity, and arthritis (Loeppke et al., 2009). In 2017, the WHO found that in just a decade, between 2005 and 2015, depression had increased more than 18% and predicted that more than 300 million individuals were living with depression (“World Health Organization,” 2017).

Managing presenteeism could provide organizations a competitive advantage in the marketplace, but few organizational leaders are addressing this issue. A joint study by the Benfield Group and the American College of Occupational and Environmental Medicine established that a mere 14% of organizations were addressing presenteeism (Willingham, 2008). Reduced productivity from presenteeism is not the only expense that organizations could be experiencing. With depression and anxiety the prime health issues in individuals

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suffering from presenteeism (Loeppke et al., 2009), the financial drain on companies could lead to escalating health care costs. Chronic presenteeism could result in a decline of productivity, absenteeism, and possible disability, creating even more financial burden through health claims (Loeppke et al., 2009).

Organizations should strive to manage presenteeism for both financial and ethical reasons. The research appears to speculate that presenteeism causes reduced productivity and increased turnover due to leadership behaviors “driving employees toward insanity” (Ashman & Gibson, 2010, p. 127). If employees are happy, they are 31% more productive, 30% more creative, and achieve 37% more sales than their co-workers (Lyubomirsky, King, & Diener, 2005). In fact, spending one dollar on wellness for individuals in organizations could provide a 150% return on investment (Maestas, Mullen, Powell, Wenger, & von Wachter, 2017). If organizational leaders could focus on treating common mental disorders, such as depression and anxiety, they could realize an economic profit in productivity of \$230 billion for depression management and \$169 billion for anxiety disorders (Chisholm et al., 2016).

Recent research supports how leadership could impact follower outcomes in a positive way to decrease presenteeism (Laing & Jones, 2016). Certain leadership behaviors have a substantial impact on improving followers’ wellbeing (e.g., Clapp-Smith, Vogelgesang, & Avey, 2009; Ozkan & Ceylan, 2012; Read & Laschinger, 2015). While the studies differ in the research design and variables investigated, overall, three lines of research appear to be noteworthy, as shown in Figure 1. The first set of research investigates a specific leadership style impacting followers’ outcomes. This leadership style, which creates a caring and fair atmosphere, is authentic leadership (e.g., Clapp-

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Smith, et al., 2009; Datta, 2015; Rahimnia & Sharifirad, 2015; Wong & Cummings, 2009). The second set of research focuses on leaders' positive support and its constructive impact on individual outcomes (e.g., Adil & Kamal, 2016; Hmieleski, Cole, & Baron, 2012; Ilies, Morgeson, & Nahrgang, 2005; Laing & Jones, 2016; Laschinger & Fida, 2014; Rhoades, Eisenberger, & Armeli, 2001; Warszewska-Makuch, Bedynska, & Zolnierczyk-Zreda, 2015). Finally, the third set involves studies regarding organizational justice and how a culture of trust impacts follower behavior positively (e.g., Clapp-Smith et al., 2009; Cole, Bernerth, Walker, & Holt, 2010; Fulmer & Ostroff, 2017; Kiersch & Byrne, 2015; Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009; Wong, Laschinger, & Cummings, 2010.).

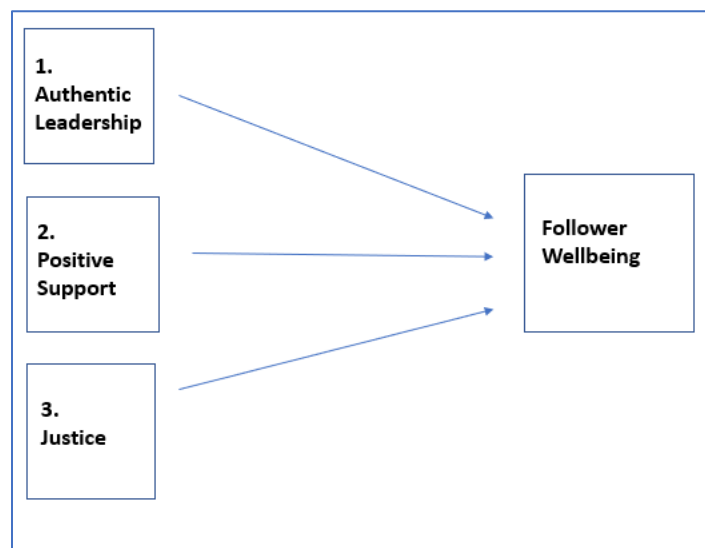


Figure 1: Three related streams of leadership research, including authentic leadership, positive support, and justice, improve follower wellbeing in the organization, which can reduce presenteeism.

The First Stream of Research: Authentic Leadership

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In 2003, both practitioners and scholars developed a new kind of leadership theory – authentic leadership – based on values, ethics, and support (George, 2003; Luthans & Avolio, 2003). Terrorist attacks, like September 11, and rising corporate and government scandals, including the implosion of Enron, WorldCom, and Arthur Andersen, caused a sharp societal paradigm shift toward increased ethics and morality in leaders of organizations. Furthermore, in 2008, the Great Recession forced individuals in organizations to work harder with fewer resources, which impacted employees around the world affecting their health and wellbeing in the workplace (Althouse, Allem, Childers, Dredze, & Ayers, 2014).

The authentic leadership model provides a framework for creating a fair and caring climate in the workplace and helping leaders provide a supportive and ethical leadership style (Gardner, Avolio, Luthans, May, & Walumbwa, 2005) with positive results. The leadership traits that create this trusting and caring environment include self-awareness and self-regulation (Gardner et al., 2005). As shown in Figure 2, self-regulation is further defined by trustworthiness and transparency; an inward-looking ethical perspective or behavioral integrity; and balanced processing, which is consistency in evaluating information that results in a just decision (Gardner et al., 2005). On the other hand, self-awareness, the other leadership trait in this model, is defined by leaders adhering to their values, goals, and identities. This authentic leadership framework provides a developmental process for followers within the organization (Gardner et al., 2005), and is a strategy for leaders to assist followers in finding meaning and purpose in their lives and workplace (Avolio & Gardner, 2005).

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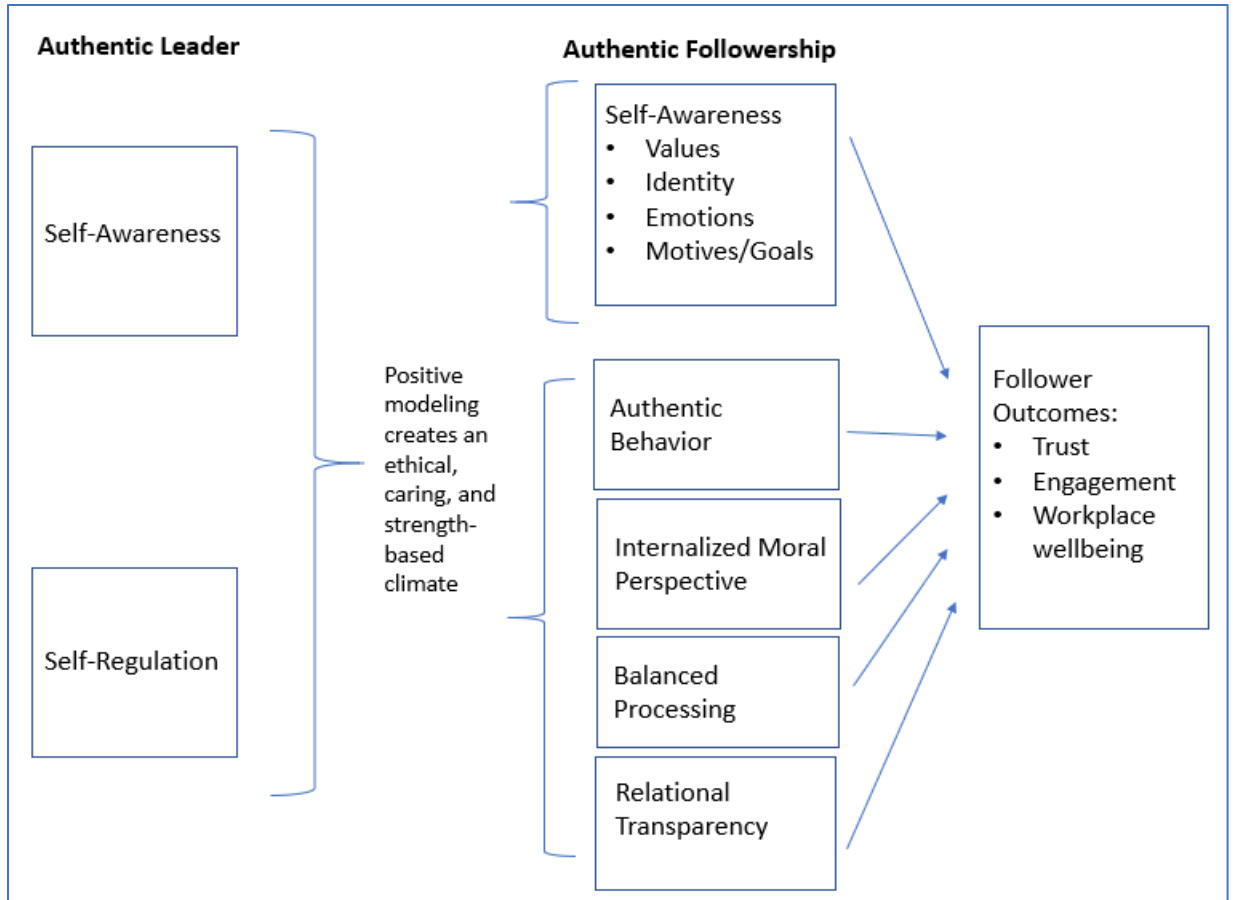


Figure 2: The authentic leadership framework that provides a process for follower development and a strategy for leaders to help followers find meaning and purpose in their lives (Gardner et al., 2005).

The Second Stream of Research: Positive Support

At around the same time that authentic leadership theory was developing, a second line of leadership research was evolving from the psychology discipline – positive organizational behavior (POB). Along with the positive psychology (PP) movement, POB focused on how leaders’ positive support favorably impacted follower outcomes. Both the PP and POB movements emerged around 2002 and introduced a new term, psychological capital (PsyCap), which represented the importance of psychology in the

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workplace. Pairing psychology with “capital,” researchers produced a new workplace term, PsyCap, similar to human capital, social capital, intellectual capital, and economic capital (Luthans, Luthans, & Luthans, 2004, p. 45). PsyCap, which consists of hope, resiliency, optimism, and self-efficacy (Avolio & Gardner, 2005), provides changeable traits, which can be measured, developed, and positively transformed over time and are related to work motivation (Gilbreath & Benson, 2004; Luthans, et al., 2004; Luthans & Avolio, 2009). In fact, PsyCap provided companies the competitive edge in organizational performance with higher employee productivity and reduced employee turnover (Luthans, et al., 2004).

In this POB movement, empirical support has now linked PsyCap to similar follower outcomes as authentic leadership, including improved wellbeing (Clapp-Smith et al., 2009; Rego, Sousa, Marques, & Cunha, 2014) and higher performance (Hmieleski et al., 2012; Rego et al., 2014).

The Third Stream of Research: Justice

Justice, like positive support, is another leadership trait that can positively influence follower outcomes by creating a fair climate (Kiersch & Byrne, 2015). This climate positively impacts follower wellbeing, turnover intentions, and organizational commitment, because followers perceive their leader as having high integrity (Kiersch & Byrne, 2015). The reason scholars have examined justice, or trust, is because empirical evidence has revealed a strong relationship between justice, which promotes a moral climate of fairness and trust in the organization, and positive follower outcomes similar to

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those in authentic leadership and positive support because the followers see that “truth will triumph” (Shapira-Lishchinsky & Levy-Gazenfrantz, 2016, p. 963).

Conceptual Framework

Authentic leadership theory provides a framework for follower development that empowers the leader to impact the follower in a positive way. Previous research has linked greater levels of leader authenticity to greater self-confidence and resilience in the leaders themselves (Kernis, 2003). In 2005, scholars and practitioners started evaluating how the traits of authentic leadership, including positive support and justice, could restore self-confidence and resiliency in followers by helping them search for a purpose (Avolio & Gardner, 2005). More recently, research has provided empirical evidence that the leadership trait, authenticity, shields followers from destructive effects of interpersonal conflict (Wenzel & Lucas-Thompson, 2012; Wickham, Williamson, Beard, Kobayashi, & Hirst, 2016). When followers perceive their leaders as authentic, they trust their leaders in helping them develop their “confidence and wellbeing” (Shapira-Lishchinsky & Levy-Gazenfrantz, 2016, p. 955).

The three streams of leadership studies previously discussed have contributed considerably to validating that authentic leadership, as well as authentic leaderships’ positive support and justice, impact follower wellbeing positively. Several constructs have already been identified as significant predictors of followers’ outcomes and previous research has shown that leaders perform an important role in followers’ presenteeism patterns (Kuoppala, Lamminpaa, Liira, & Vainio, 2008). Because of this research, it seems reasonable to assume that leaders who exhibit authentic leadership may help followers’ presenteeism.

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The proposed model for this study was derived from the authentic leadership framework, as shown in Figure 2 (Gardner et al., 2005). As discussed, leadership behaviors could help individuals with low PsyCap. Certain similar variables have appeared in numerous research studies, but not in examining which leadership variable had more of an impact on followers' outcomes, specifically commitment to the organization. While some of the variables in the research included positive leadership support, procedural justice, and distributive justice, it appears that this current study is the first time to explore these three variables along with follower commitment and follower emotional stability. Was it leaders' positive support that created the positive caring climate or leaders' justice that created the ethical and fair environment that favorably impacted individuals? This study should fill in the gaps that exist in the literature with reference to how leadership behaviors impact individuals who have low PsyCap.

The proposed model, shown in Figure 3, focuses on follower development from authentic leaders' positive support and trust. This framework provides a developmental process (Gardner et al., 2005) placing "the follower front and center" (Avolio & Gardner, 2005, p. 330), so the leader can focus on follower development within the organization. After an extensive review of the literature to ensure the variables fit the defined authentic leadership definitions, leaders' self-awareness, which provides positive modeling to followers creating a caring, strength-based climate, has been operationalized with the independent variable, positive, leadership support. In addition, leaders' self-regulation, which produces an ethical environment, has been replaced with the independent variables, procedural justice and distributive justice. The fourth independent variable,

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emotional stability, has been added to examine if it is related to any of the other independent variables or the dependent variable, organizational commitment.

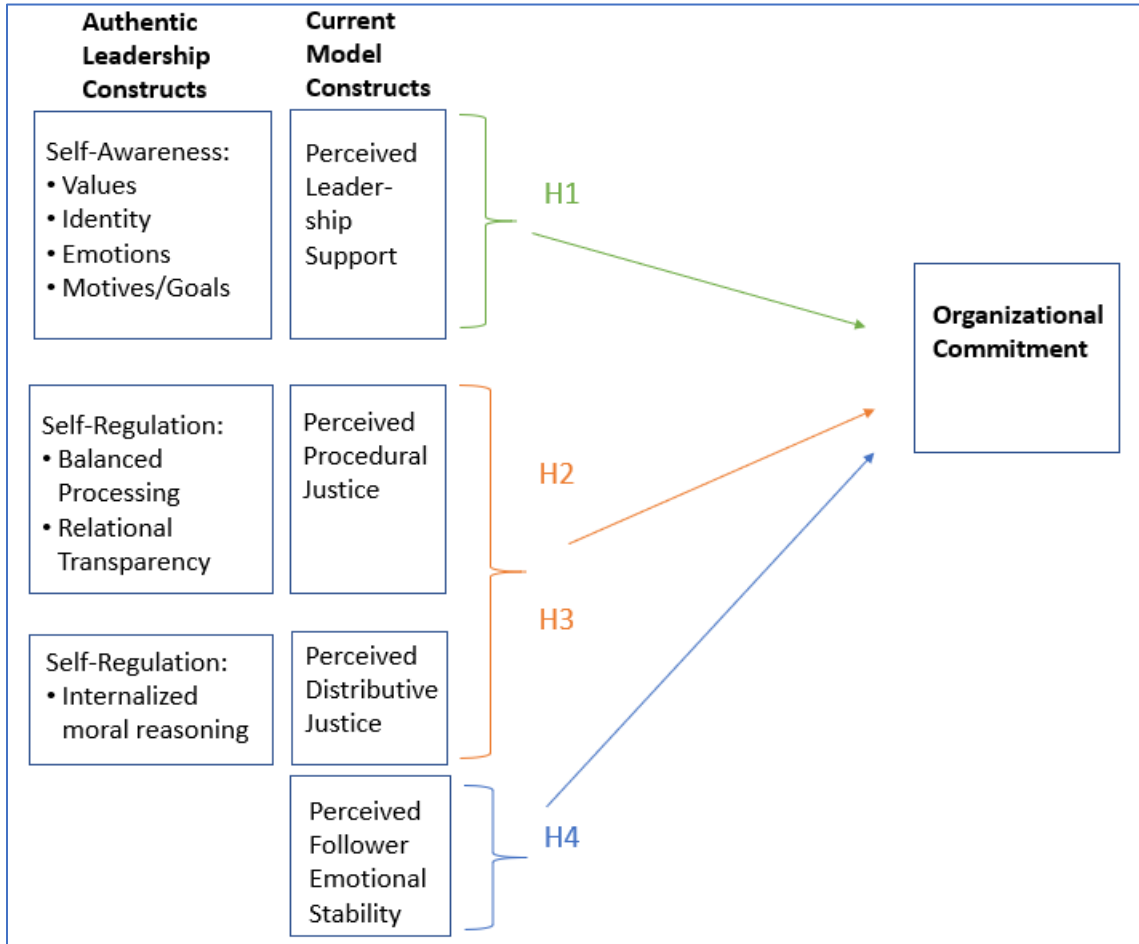


Figure 3. Proposed model of how authentic leaders' perceived positive support and justice promote a supportive and fair environment for followers with low emotional stability that leads to affective organizational commitment.

Authentic leaders' self-awareness produces positive support because they strive to understand their sense of selves and continually ask themselves who they are. This self-awareness creates and maintains a positive supportive organizational climate (Gardner et al., 2005). Authentic leaders' sense of justice comes from their self-regulation, which

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includes balanced processing of information, internalized regulation, relational transparency, and authentic behavior, based on the leaders' core values and beliefs (Gardner et al., 2005). This constant display of authentic behavior impacts followers beneficially, creating and maintaining a positive and ethical organizational climate. These two factors and their effects on the organizational climate are shown in Table 1:

Table 1

Organizational environment created from authentic leaders' self-awareness and self-regulation

Factors	Organizational Climate Produced
Self-Awareness	Positive organizational environment
Self-Regulation (includes balanced processing of information, internalized regulation, relational transparency, and authentic behavior)	Trusting organizational environment

Note. The Gardner et al. (2005) authentic leadership framework focuses on self-awareness and self-regulation for authentic leaders to create a positive and ethical climate for followers.

Statement of the Problem

Absenteeism has been a tangible result of unhealthy employees that can be measured and observed (Loeppke et al., 2009). Presenteeism, on the other hand, has been much more difficult to evaluate and manage, impacting organizations negatively through higher costs and lost productivity (Loeppke et al., 2009). In fact, Loeppke et al. (2009) verified that absenteeism and presenteeism productivity losses were 2.3 times higher than medical and pharmacy costs.

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After reviewing the literature, it appears a gap exists in research that evaluates the impact of leaders' behaviors on followers who are psychologically distressed, whether the study looks at authentic leadership, leaders' positive support, or leaders' justice (distributive justice and procedural justice).

A few of the researchers have recommended examining further variables. Nelson et al. (2014), who verified that work environment has an impact on follower outcomes, recommended examining additional variables, including PsyCap or predictability of the leader, that could impact follower outcomes (Nelson et al., 2014). Laing and Jones (2016) recommended more research to "tease apart the relationship among a supportive workplace culture, employee well-being (mental and physical well-being) and work productivity" (p. 1144). Finally, Lambert, Cluse-Tolar, Pasupuleti, Hall, and Jenkins (2005) suggested studying procedural and distributive justice on psychological emotional withdrawal from the job (similar to presenteeism), intention to quit, turnover, and absenteeism" (p. 425). Building on these suggestions, this current study centers on the variables of positive support and justice (procedural and distributive) and their relationship between emotionally unstable followers and their commitment to the workplace. A review of the literature showed a lack of studies on followers' low emotional stability, such as those with on-the-job productivity loss due to health problems; most of the studies assumed followers were emotionally stable, since followers completed the surveys while working in their jobs, and the instruments did not test for stress or anxiety.

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Research Questions

The research questions explore whether authentic leadership could be the strategy to help organizations lessen presenteeism by assisting followers who feel low in PsyCap recuperate or improve their commitment to the organization. Could a positively supportive leader who also creates a just and fair organization help followers increase hope, resiliency, and optimism, thereby improving their commitment to the organization? And, is one leadership trait more related than the other with organizational commitment? As mentioned in the literature review, a followers' PsyCap is trainable and can be changed over time (Steeneveld, 2015) by authentic leaders' positive and trusting behaviors. Specifically, this research will be used to answer the research question: are followers' perceptions of their leaders' positive support, justice (procedural and distributive), as well as their own emotional stability related to followers' commitment to the organization? And, if there is a relationship between two or more of the independent variables and the dependent variable, the research will then be used to see if a predictive model can be built to predict organizational commitment.

Research Question 1: Is leaders' positive support significantly related to followers' commitment to the organization?

Hypothesis 1: There is a statistically significant relationship between followers' perceived *positive leadership support* and followers' *commitment to the organization*.

Research Question 2: Is leaders' procedural justice significantly related to followers' commitment to the organization?

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Hypothesis 2: There is a statistically significant relationship between followers' perceived *procedural justice* and followers' *commitment to the organization*.

Research Question 3: Is leaders' distributive justice significantly related to followers' commitment to the organization?

Hypothesis 3: There is a statistically significant relationship between followers' perceived *distributive justice* and followers' *commitment to the organization*.

Research Question 4: Is followers' emotional stability significantly related to followers' commitment to the organization?

Hypothesis 4: There is a statistically significant relationship between followers' perceived *emotional stability* and followers' *commitment to the organization*.

Research Question 5: Does a combination of two or more independent variables (positive support, procedural justice, distributive justice, and emotional stability) accurately predict the dependent variable, organizational commitment?

Hypothesis 5: There is a statistically significant relationship between the independent variables and the dependent variable.

Definitions of Relevant Terms

This current study will examine five different variables operationalizing them through five instruments to provide an accurate measurement for the study:

- **Positive Support:** A positive form of leadership that creates a positive supportive climate, such as a feeling of “trust and mutual support that prevails in the organization” (Stringer, 2002, p. 248). This positive climate can restore

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confidence, hope, and optimism in followers by helping them search for meaning and self-awareness (Avolio & Gardner, 2005).

- The Litwin and Stringer [leadership] scale (1968) will be used to measure **positive leadership support**, to assess the leadership style that focuses on followers' needs and preferences to improve workplace satisfaction (Wendt, Euwema, & Hetty van Emmerik, 2009). This instrument uses a 7-point Likert scale from strongly disagree to strongly agree.
- **Justice:** An ethical form of leadership that creates a just and fair environment in the organization, enabling leaders to lead organizations with an ethical perspective (Clapp-Smith et al., 2009). This current study discusses two types of justice, procedural justice and distributive justice:
 - **Distributive justice** focuses on the perception of fairness about work outcomes and resources, such as pay and rewards, and providing consequences for unethical behavior (Ali & Saifullah, 2014).
 - **Distributive justice** will be measured by the Distributive Justice Scale developed by Price and Mueller (1986). This instrument uses a 7-point Likert scale from strongly disagree to strongly agree.
 - **Procedural justice** centers around the perceived fairness in how leaders make decisions and establish policies by listening to individuals (Ali & Saifullah, 2014).

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- **Procedural justice** will be measured by the Formal Procedures Scale (Moorman, 1991). This instrument uses a 7-point Likert scale from strongly disagree to strongly agree.
- **Emotional stability** ranges between two extremes, that is, emotionally stable and neurotic (Arora & Rangnekar, 2015). High emotional stability indicates high self-assurance, whereas low emotional stability translates to feelings of constant insecurity and self-consciousness (Goldberg, 1993), as well as experiencing a range of negative emotions, such as stress and anxiety.
 - The International Personality Item Pool (Goldberg et al., 2006) measures five factors of personality, including agreeableness, conscientiousness, **emotional stability**, intellect, and extraversion. This current study focuses on the factor, emotional stability. This instrument uses a 5-point Likert scale from very inaccurate to very accurate.
- **Organizational commitment:** Individuals who feel comfortable in their roles and who feel competent in their jobs express greater affective attachment to the organization (Allen & Meyer, 1990). Commitment, “when combined with the inner drives of professionalism and sense of mission, will arouse the motivation to ‘go the extra mile’” (Stringer, 2002, p. 199).
 - The Ellemers, de Gilder, and van den Heuvel (1998) scale measures **organizational commitment** using a 7-point Likert scale from strongly disagree to strongly agree.

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- **Presenteeism:** Where individuals in the workplace produce less due to illness, such as stress, anxiety, or depression (Hemp, 2004).

Scope

The scope of this current study was limited to individuals in business organizations who were executives, middle managers, and employees and who participated in the survey conducted by Coyne, Gentile, Born, Ersoy, & Vakola (2013). The study included individuals from five business organizations in four different countries. In addition, this current study used a cross-sectional data set from the UK Data Archive and UK Data Service (Coyne et al., 2013). The data were originally collected for a grant from the Economic and Social Research Council to study follower perceptions of productive and counter-productive workplace actions and to see if these behaviors in the workplace were diametrically opposed. The study collected data from five different companies in four different countries including Turkey, Greece, the UK, and the Netherlands.

This current study has no relationship to the initial study. For instance, this current study is not examining productive or counter-productive workplace actions. This current study is examining a separate set of variables provided in the data, using a unique leadership model, whether leader and follower traits are related to followers' organizational commitment.

In addition, the scope draws on similar theories in various disciplines. In this instance, studying existentialism theory in psychology and philosophy (Frankl, 1946) provides a better understanding of authenticity in the leadership discipline. Theoretical evidence has linked authentic leadership improving followers' sense of being and purpose (Avolio & Gardner, 2005). In addition, authenticity is at the root of existentialism, both a

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psychological and philosophical theory, which helps people find meaning and purpose in their lives (Sommers-Flanagan & Sommers-Flanagan, 2015). In fact, some scholars have established that authentic leadership is a psychological construct because authentic leaders act by relying on their principles, values, desires, and emotions (Kernis, 2003). Furthermore, authenticity improves individuals' self-esteem and self-efficacy, and reduces their level of psychological anxiety (Wenzel & Lucas-Thompson, 2012; Wickham et al., 2016). Examining existentialism empirically is beyond the scope of this current research, but will be addressed theoretically in the final discussion.

Significance of the Study

The purpose of this quantitative study is to test the authentic leadership model for positive support and justice (procedural and distributive) and to determine the relationships between leadership behaviors and follower outcomes. According to the WHO, mentally healthy individuals are healthy emotionally, socially, and cognitively; it is a state of wellbeing where individuals can attain their potential, deal with the normal stresses of life, and work productively ("World Health Organization," 2004). With mentally unhealthy employees increasing as a percentage of the workforce (Chisholm et al., 2016), improving mental health can improve the quality of work life and allow individuals to reach their potential, thereby improving their productivity and commitment to organizations.

Human resources (HR) professionals can track absenteeism and turnover, and can provide information on whether certain leadership styles are effective or ineffective in organizations. However, tracking presenteeism is harder because individuals who work, albeit less productively due to illness, remain in their jobs due to the negative stigma of

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mental health, or avoid reaching out for help because they are afraid to lose their jobs. If a leadership style can motivate and influence followers, who lack hope, self-efficacy, and optimism, it may be able to help followers improve their commitment to the organization by providing them with a purpose in work, while also improving productivity.

Findings from this study could contribute to the field in four ways. First, the findings could provide additional information regarding the relationships among the constructs included in the authentic leadership model. In addition, the findings might extend authentic leadership to the presenteeism domain, as a specific leadership style that could help followers with low PsyCap find commitment in the organization. Second, the findings may reveal whether authentic leadership's positive support or fairness create the best culture for improving follower wellbeing and follower commitment in the workplace. Third, the findings may establish whether one or the other, positive support or justice, is a stronger predictor of follower commitment to the organization, especially those who are emotionally unstable, that is, showing up to work ill, whether anxious, depressed, or stressed and producing less. Finally, this study could empower organizational leaders to reduce presenteeism by embracing an effective leadership style on a specific niche of followers with on-the-job productivity loss due to health problems. Providing positive support and justice improves follower wellbeing, which offers organizations a moral and cost-effective solution to improving presenteeism. This study could help gain a better understanding of positive support and justice and their impact on follower commitment.

Organization

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This dissertation consists of five chapters to provide a comprehensive examination of the topic of study. In Chapter 1, the background, conceptual framework, statement of the problem, research questions, definitions of relevant terms, scope, and significance of the study are presented. In Chapter 2, a comprehensive review of the literature is provided. In Chapter 3, the author's philosophical paradigm, research questions, research design, data source and sample, instrumentation, constructs, and analysis are reviewed. In chapter 4, the findings are presented. Finally, in Chapter 5, an explanation of the findings is provided, followed by limitations to the study and a summary of the inferences and deductions.

CHAPTER 2: LITERATURE REVIEW

Every day companies are losing an extraordinary amount of money from presenteeism. This new phenomenon, where individuals attend work while ill and disengaged, causes productivity in the workplace to drop forcing corporations to deal with this hidden, financial burden. Presenteeism, where employees show up for work but perform below capacity, is more expensive than employers realize (Loeppke et al., 2009). Globally, this crisis is pervading businesses, government, and nonprofits, costing employers more than \$150 billion alone in the United States (Johns, 2010), which has the highest mean presenteeism costs per person at \$5,524 per year (Evans-Lacko & Knapp, 2016). In Canada, presenteeism costs \$14.4 billion annually (Bailey, Haggarty, & Kelly, 2016). In Europe, presenteeism affects 43% of European workers (Miraglia & Kinman, 2017), according to a 2012 Eurofound survey.

The financial burden of presenteeism is higher than absenteeism. The WHO Workplace Health and Productivity Questionnaire (HPQ) found that while employees were absent from work an average of four days per year, the same employees revealed in the questionnaire to being unproductive on the job 47.5 days a year – almost three working months (“World Health Organization,” 2015). Costs associated with presenteeism are 5 – 10 times higher than those associated with absenteeism (Evans-Lacko & Knapp, 2016). Researchers in the United Kingdom have estimated that employee presenteeism is between 1.8 to 10 times more frequent than absenteeism (Miraglia & Kinman, 2017). And while absenteeism causes lost employee productivity of about 20%, presenteeism is costing four times more at 80% (Jones, 2016). If you look at

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lost days worked in dollar terms, the cost of presenteeism to businesses is 10 times higher, or \$1,500 billion per year, than the cost of absenteeism, which is approximately \$150 billion per year (Smith, 2016). In other words, absenteeism costs employers 4 days of work per year; presenteeism costs employers 57.5 days of work per year (Smith, 2016). As evidenced by these different studies, there are still differences in the literature of the exact days lost due to presenteeism – but, nonetheless losing two to three months per year is still a significant cost to the workplace.

This presenteeism phenomenon has been coined a new psycho-social hazard in the workplace in 2014 by the European Agency of Safety and Health at Work, appears to be increasing due to several reasons, one of which is leadership behavior negatively affecting follower wellbeing (“Calculating the Cost,” 2014). Since 1990, presenteeism has increased around the world by more than 50%, causing more than 615 million employees to suffer through absenteeism and presenteeism (Chisholm et al., 2016). A 2015 survey of 600 United Kingdom businesses indicated that 33% of employers reported an increased incidence of presenteeism among their staff from the previous year (Miraglia & Kinman, 2017). In fact, presenteeism was more likely to increase in a culture where long working hours were the norm and where operational demands took precedence over employee wellbeing (Paton, 2015).

In a recent survey by RAND Corporation, the American workplace was found to be physically and emotionally taxing where employees were facing unstable work schedules, unfriendly and potentially harmful working conditions, as well as hostile social environments (Maestas et al., 2017). In fact, according to the survey, most Americans (two-thirds) stated they worked at high speeds and under tight deadlines, and

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one in four believed they had too little time to accomplish the tasks in the job. The researchers (Maestas et al., 2017) stated that this pace and pressure at work created an atmosphere that was often stressful and possibly mentally demanding. A mixed-methods study of United Kingdom prison officers found that a combination of job demands, low control, poor support from managers, and interpersonal conflict were the strongest predictors of presenteeism (Miraglia & Kinman, 2017).

Lost productivity for presenteeism is just the beginning of the costs that companies could be experiencing. With depression and anxiety the most predominant health issues in employees experiencing presenteeism (Loeppke et al., 2009), the financial burden of presenteeism could lead to out-of-control health care costs. Chronic presenteeism could lead to progressive health damage, resulting in a spiral of declining productivity, absenteeism, and possible disability, spurring on even more costs through increased medical claims (Loeppke et al., 2009). A study conducted in 2007 found that lost productivity was worse among employees with depression and anxiety (Sanderson, Tilse, Nicholson, Oldenburg, & Graves, 2007).

In 2009, researchers gained more ground on what was causing the health-related loss of productivity. These latest data show depression and anxiety as the worst culprits, followed subsequently by obesity, allergies, and arthritis (Loeppke et al., 2009). More than 300 million people are now living with depression and that number has increased more than 18% between 2005 and 2015 (“World Health Organization,” 2017). With the WHO predicting depression, which is one of the leading causes of presenteeism, to be the second leading cause of disability in the world by 2020 (“World Health Organization,”

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2017), organizational leaders will want to understand the causes of presenteeism and how to reduce presenteeism in the workplace.

Although managing presenteeism could give organizational leaders a competitive advantage from both a cost perspective, as well as a moral perspective, few organizational leaders are addressing this issue. Even though the costs are significant and employees who are engaged in presenteeism tend to make more mistakes and have diminished productivity, employers tend to overlook presenteeism because it is difficult to manage. When employees call in sick or miss work for any reason, human resources professionals can keep tabs on the amount of work employees miss. Employers can also address the health issues for absences with employees. The problem with presenteeism is that employers cannot assess the magnitude of costs because the employees are on the job working, albeit less productively. A joint study conducted by the Benfield Group and the American College of Occupational and Environmental Medicine found that only 14% of companies were addressing presenteeism (Willingham, 2008), even though managing presenteeism could give companies a competitive advantage (Johns, 2010).

Organizations should strive to remedy presenteeism for both bottom line financial and moral reasons. The arguments centered around lost productivity through presenteeism appear to be focused on how mental illness is the primary cause of reduced productivity and increased turnover. Organizational leaders may want to look at the “immorality of driving employees toward insanity” (Ashman & Gibson, 2010, p. 127). Happy employees provide, on average, 31% higher productivity, three times higher creativity, and 37% more sales than their peers (Lyubomirsky et al., 2005). Every one dollar invested in wellness for followers provides a return on investment of \$1.50 (Maestas et al., 2017).

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Increasing the treatment of common mental disorders, such as depression and anxiety, could provide an economic benefit in productivity of \$230 billion for depression treatment and \$169 billion for anxiety disorders (Chisholm et al., 2016).

This chapter's introduction to presenteeism's cost to organizations provides the backdrop to how leadership styles may be one way to curb presenteeism. First, leadership styles' impact on follower outcomes will be discussed, while focusing on authentic leadership theory as the framework to help connect the linkages between leadership styles and follower outcomes. Then, three streams of research will be presented: authentic leadership; positive, leadership support; and fair and just leadership, to highlight the variables researched and results achieved in past studies.

Leadership Behavior's Impact on Followers' Outcomes

Recent studies (Laing & Jones, 2016) give credence to leadership styles' impact on follower outcomes, which could reduce presenteeism. A considerable amount of research has explored how certain types of leadership have a significant role in improving followers' wellbeing (Clapp-Smith et al., 2009; Ozkan & Ceylan, 2012; Wong & Cummings, 2009). In fact, supportive leadership ("Supportive Leadership," 2016) and leadership trust, or procedural justice (Rhoades et al., 2001) are some of the most important work factors and experiences that improve mental health in the workplace because they build self-esteem and increase affective commitment. Employees with high wellbeing have 62% lower costs compared with employees who are in misery (Purcell, 2016).

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This pragmatic view of organizations gaining competitive advantage in the workplace from authentic leadership behavior is becoming prevalent in leadership scholarship impacting follower performance (Wang, Sui, Luthans, Wang, & Wu, 2014). If corporate management could find a way to improve employee performance, while civilizing their quality of life in the workplace, both shareholders and employees could be satisfied. Although several studies have researched leadership style in relation to follower wellbeing, less research has focused on followers who have low PsyCap. Even fewer studies have researched follower commitment with reference to leadership styles versus follower wellbeing.

While the leadership studies differ widely in the design and variables examined, on a general level, three streams of research appear to be notable with reference to leadership behaviors and follower outcomes, as previously shown in Figure 1. The first stream of literature relates to studies investigating a specific leadership style. This leadership style, which creates a positive, supportive and fair environment that impacts follower outcomes, is authentic leadership (e.g., Clapp-Smith, et al., 2009; Datta, 2015; George, 2003; Luthans & Avolio, 2003; Rahimnia & Sharifirad, 2015; Wong & Cummings, 2009). The second stream of research provides studies on positive support from the leader and its positive impact on follower behavior (e.g., Adil & Kamal, 2016; Hmieleski et al., 2012; Ilies et al., 2005; Laing & Jones, 2016; Laschinger & Fida, 2014; Luthans & Avolio, 2009; Rhoades, et al., 2001; Wong & Cummings, 2009; Warzevska-Makuch et al., 2015). The third stream encompasses studies regarding organizational justice and how an environment of trust affects follower outcomes (e.g., Clapp-Smith et al., 2009; Cole et

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al., 2010; Fulmer & Ostroff, 2017; Jafari & Bidarian, 2012; Hassan & Ahmed, 2011; Kiersch & Byrne, 2015; Neubert et al., 2009; Wong et al., 2010).

The Fusion of Psychology and Leadership Theories

Over the past 18 years, the disciplines of psychology and leadership have been intertwining, creating a new leadership DNA – of the heart and soul, as shown in Figure 4. Although existential psychotherapy, introduced by Viktor Frankl in 1961, can cure depression, anxiety, and stress, the psychotherapists have based their therapies more on a philosophical approach than a medical approach (Fusco, O’Riordan, & Palmer, 2015). In addition, existentialism is considered a uniquely Western idea, similar to authentic leadership theory, and both are theories that focus on finding a sense of purpose (Fusco, et al., 2015). In fact, empirical evidence has shown how authenticity enhances followers’ self-esteem and resiliency, and lowers their level of psychological distress (Wenzel & Lucas-Thompson, 2012; Wickham et al., 2016). Early in the Millennium, theorists and psychologists started researching how positive psychology (PP) and existential positive psychology (EPP) were similar and how they could contribute to leadership (Lloyd & Atella, 2000) at the same time that leadership scholars were researching positive organizational behavior (POB). The name itself, authenticity, is at the root of existentialism, which helps people find meaning and purpose in their lives. Positive psychologists, like authentic leaders who espouse a positive and trusting environment, are interested in assisting individuals avoid negative outcomes, as well as positively impact those who have already encountered negative events (Lloyd & Atella, 2000).

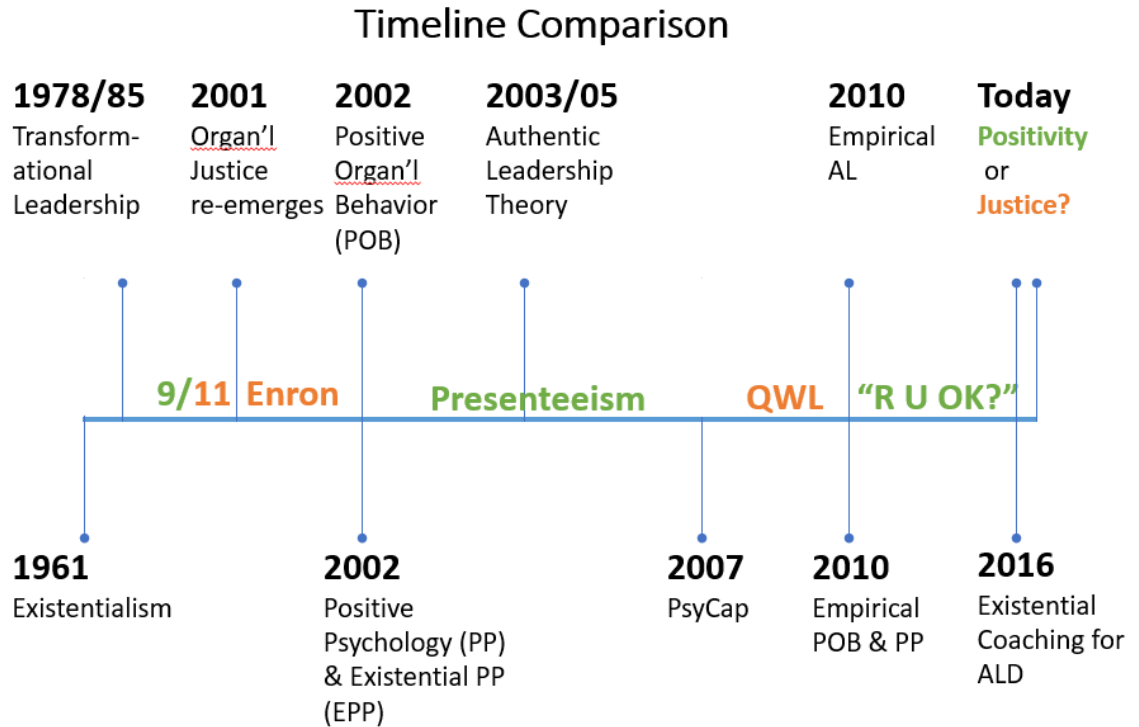


Figure 4. This timeline shows an emerging pattern. On the top is leadership and organizational theory. On the bottom is psychological theory. In the middle are societal actions that have spurred a fusion of psychology and leadership.

Authentic leadership versus other leadership styles' impact on presenteeism.

Not all leadership styles are conducive to improving follower wellbeing, however; authentic leadership may be the better leadership style for vulnerable employees because transformational leadership focuses on developing followers to become leaders (Avolio, 1999), while authentic leadership focuses on developing followers' sense of self (Avolio & Gardner, 2005). This current study examines authentic leadership as opposed to transformational leadership because authentic leadership's definition, which is discussed next, centers around leaders assisting followers in finding meaning in their workplace

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through a trusting and positive environment and focuses on followers' strengths, while improving their weaknesses (Gardner, et al., 2005). This style has been empirically studied to improve employee wellbeing, reduce burnout, reduce stress, and improve job satisfaction. Because of this focus on positive support and trust, as well as fostering positive self-development in followers, authentic leadership appears to be the more effective leadership style to assist employees with low PsyCap.

Furthering this stance that not all leadership styles were conducive to wellbeing, researchers in the United Kingdom determined that transformational leadership had an inverse relationship on presenteeism (Nielsen & Daniels, 2016). In this study, transformational leaders negatively impacted individuals with low PsyCap because transformational leaders encouraged followers to sacrifice their health and wellbeing for the greater good (Nielsen & Daniels, 2016). The authors stated that "repeated insufficient recovery may be seen as a vicious cycle where extra effort is exerted to rebalance the suboptimal psychophysiological balance" (Nielsen & Daniels, 2016, p. 201).

Two more recent studies compared leadership styles, but the researchers focused on follower outcomes other than wellbeing and only emotionally stable employees. In a meta-analytic study comparing authentic leadership with transformational leadership, the researchers found that, although authentic leadership and transformational leadership were very similar, follower outcomes differed; authentic leadership was significantly better than transformational leadership in predicting beneficial organizational performance and citizenship behaviors (Banks, McCauley, Gardner, & Guler, 2016).

Similar research in Malaysia explored leadership style impact on follower commitment (Hashim, Ahmad, & Jamaludin, 2017). Based on previous research

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indicating that strong leadership and committed employees increased an organization's performance, the scholars described the three leadership styles as unique in their own right: transformational leadership developed followers into leaders, while Islamic leadership's goal provided a climate of organizational justice. Authentic leadership, on the other hand, provided an organizational climate of positivity. In the study, which included a sample of 373 National Anti-Drug Agency (NADA) employees in Malaysia, researchers determined that all three leadership styles were significantly related to improved commitment and could encourage commitment. What stood out in this study was its direct comparison of the two variables, trust (Islamic leadership) and positive support (authentic leadership) through the lens of leadership styles. Justice (Islamic leadership) provided a lower degree of correlation ($r=.175$, $p<.01$ level, two-tailed) than positivity (authentic leadership), which provided a moderate degree of correlation ($r=.309$, $p<.01$ level, two-tailed). Although transformational leadership provided the highest degree of correlation ($r=.718$, $p<.01$ level, two-tailed) with follower commitment, this study did not focus on employees who were stressed, anxious, or depressed.

The First Stream of Research: Authentic Leadership

A wealth of research exists about the positive relationship between authentic leadership and follower outcomes that improve wellbeing and productivity in the workplace. Recent empirical studies provide evidence that authentic leadership increases multiple follower outcomes, as shown in Figure 5, including *follower wellbeing* (Clapp-Smith et al., 2009; Datta, 2015; Feng-I, 2016; Laschinger, Borgogni, Consiglio, & Read, 2015; Ozkan & Ceylan, 2012; Nelson et al., 2014; Read & Laschinger, 2015; Yadav & Dixit, 2017), *job satisfaction* (Datta, 2015; Giallonardo, Wong, & Iwasiw, 2010; Read &

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Laschinger, 2015; Yadav & Dixit, 2017), *commitment to the organization* (Abid, Altaf, Yousaf, & Bagram, 2012; Hashim et al., 2017; Ozkan & Ceylan, 2012; Peus, Wesche, Streicher, Braun, & Frey, 2012), and *job performance* (Clapp-Smith et al., 2009; Datta, 2015; Peus et al., 2012; Wang et al., 2014).

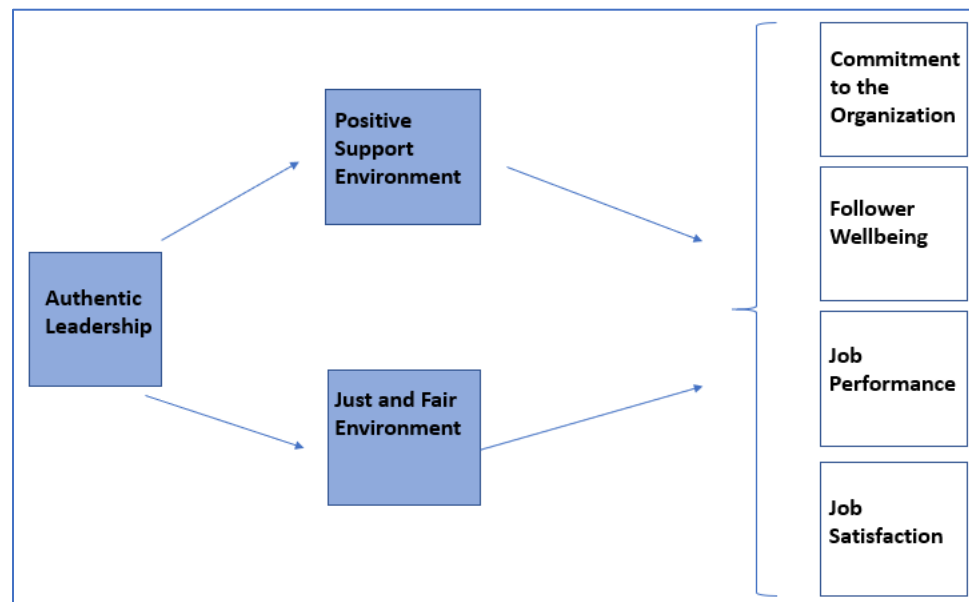


Figure 5: Authentic leadership provides a supportive and fair environment that cultivates multiple positive follower outcomes for the organization.

As mentioned previously, authentic leadership is one strategy for leaders to help followers find meaning in their lives and workplace. Prompted by social and organizational issues of increased corporate malfeasance, the September 11 terrorist attacks, and rising government scandals, leadership scholars have searched for a new positive and ethical leadership theory to address negative societal trends. Adding more misfortune to the Zeitgeist mix, the Great Recession of 2008 spawned a decades-long workplace pressure cooker where employees had to work harder with fewer resources just to hold onto their jobs (Althouse et al., 2014). This workplace burden affected

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followers around the world negatively, especially with respect to their work-place wellbeing and health concerns (Althouse et al., 2014).

In 2003, both practitioners and scholars developed a new kind of values-based leadership called authentic leadership (George, 2003; Luthans & Avolio, 2003). This model forced ethics and fairness to the forefront (Avolio, Gardner, Walumbwa, Luthans, & May, 2004; George & Sims, 2007). Authentic leaders, through this positive and ethical leadership style (Gardner et al., 2005), exhibited multidimensional characteristics, such as: self-awareness; internalized moral perspective or behavioral integrity; honesty and transparency with accepted values; and balanced processing, which is consistency in analyzing information that produces a fair decision (Gardner et al., 2005). This positive supportive and ethical organizational environment, created from authentic leaders' positive support and fairness, formed the framework for authentic leadership.

This framework, as depicted previously in Figure 2, provided a developmental process (Gardner et al., 2005) within the organization, focusing on followership development (Avolio & Gardner, 2005). The authentic leadership framework, originally introduced by Luthans and Avolio (2003), provides a development process for leaders to develop followers into authentic individuals by finding purpose in their work (Gardner, et al., 2005; George, 2003). The framework shows how a leaders' self-awareness, which provides attributes of values, identity, emotions, and motives/goals, and self-regulation, which includes internalized moral perspective, balanced processing, and relational transparency, create a positive, supportive, ethical, and strength-based climate for followers.

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Summit sparks beginning of authentic leadership theory development.

Based on this call from scholars and practitioners to develop a new kind of leadership theory, the Gallup Leadership Institute (GLI) at the University of Nebraska-Lincoln in 2004 held a summit on Authentic Leadership Development (ALD) to bring together authentic leadership scholars and practitioners to discuss and build on each other's research. After the summit, seven theoretical studies were published in a special issue of the *Leadership Quarterly* in 2005 out of 80 papers submitted to its special issue. Five of the seven theoretical studies formed the basis for authentic leadership theory and are summarized in Table 2.

As evidenced, most of these papers focused on how authentic leadership was a positive form of leadership that provided a conceptual framework for authentic leader and follower development that combined self-awareness, and self-regulation. The papers included values ranging from positive modeling to socially aware values, such as social justice, equality, honesty, loyalty, and responsibility. The scholars also touted how authentic leaders helped followers find meaningfulness in their lives, which improved followers' wellbeing and self-concept.

Table 2

Authentic Leadership Scholars, Resulting Definitions, and Implications

Authors	Definitions	Theoretical Implications
Avolio & Gardner, 2005	Authentic leadership is a positive form of leadership, which can restore confidence, hope, and optimism (also known as psychological capital or PsyCap) in followers by helping them search for meaning and self-awareness.	<ul style="list-style-type: none">• Provides positive form of leadership• Restores PsyCap in followers
Gardner et al., 2005	Positive modeling enables authentic leaders to develop authentic followers resulting in	<ul style="list-style-type: none">• Provides positive modeling

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	improved follower engagement, wellbeing, and sustainable performance. The researchers also proposed a conceptual framework for authentic leader and follower development that combined self-awareness and self-regulation, including balanced processing, relational transparency, internalized regulation, and authentic behavior, creating an ethical and caring organizational environment.	<ul style="list-style-type: none"> • Improves follower engagement, wellbeing, and sustainable performance • Develops constructs: self-awareness, self-regulation (balanced processing, relational transparency, internalized regulation, authenticity) • Creates ethical and caring environment
Ilies et al., 2005	Authentic leaders help followers find meaningfulness in their lives, which, in turn, help improve followers' wellbeing and self-concept. The authors also brought to the forefront how authentic leaderships' moral and ethical foundation created unconditional trust with their followers.	<ul style="list-style-type: none"> • Helps followers find meaning in their lives, which improves followers' wellbeing and self-concept • Provides moral and ethical foundation • Creates trust with followers
Michie & Gooty, 2005	Authentic leaders' focus on positive emotions, such as gratitude, goodwill, concern for others, and appreciation, helps them prioritize their commitment to self-transcendent values, such as social justice, equality, honesty, and loyalty, which created fair and respectful behaviors in their followers.	<ul style="list-style-type: none"> • Focuses on positive emotions • Develops constructs: committed to self-transcendent values, such as social justice, equality, honesty, loyalty • Creates fair and respectful behaviors in followers
Shamir & Eilam, 2005	Authentic leaders focus on the development of their own self-concept versus the development of followers. The authors posited that leaders' life stories internalize their convictions about values, causes, and missions.	<ul style="list-style-type: none"> • Focuses on leaders' self-concept • Focuses on life stories, critical life events, creating meaning in leaders

Note. This table demonstrates how scholars united around similar authentic leadership definitions, constructs, and theoretical implications, which helped solidify authentic leadership as a viable leadership theory. This study uses the model developed by Gardner et al., (2005), which is the shaded row in the table.

Building on research by Luthans and Avolio (2003), the scholars coined similar authentic leadership constructs as mentioned above, including self-awareness, relational transparency, balanced processing, and an internalized moral perspective (Table 3).

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Table 3

Definitions of Authentic Leaderships' Four Constructs

Construct	Definition	Scholars & Practitioners
Self-Awareness	Leaders are aware of their values, identity, emotions, and motives or goals.	Avolio & Gardner, 2005; Gardner et al., 2005; Ilies et al., 2005; Kinsler, 2014; Michie & Gooty, 2005; Shamir & Eilam, 2005
Balanced processing or consistency	Leaders receive constructive feedback and remain objective without distorting or ignoring the feedback; leaders analyze information producing consistent and fair decisions.	Avolio & Gardner, 2005; Gardner et al., 2005; Ilies et al., 2005; Kinsler, 2014; Michie & Gooty, 2005; Shamir & Eilam, 2005
Honesty and transparency	Leaders show followers their true selves and encourage followers to do the same.	Avolio & Gardner, 2005; Gardner et al., 2005; Ilies et al., 2005; Kinsler, 2014; Michie & Gooty, 2005; Shamir & Eilam, 2005
Behavioral integrity and an internal moral perspective	Leaders make objective decisions based on their values, identities, and core beliefs.	Avolio & Gardner, 2005; Gardner et al., 2005; Ilies et al., 2005; Kinsler, 2014; Michie & Gooty, 2005; Shamir & Eilam, 2005

Note. Most prevalent definitions of the four constructs that define an authentic leader.

Later these constructs were operationalized into five separate instruments solidifying authentic leadership as a theory and providing empirical research on the leadership style's impact on follower outcomes. These instruments, or surveys, included the Authentic Leadership Questionnaire (ALQ) by Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008); the Authenticity Scale by Wood, Linley, Maltby, Baliousis, and Joseph (2008); the Authentic Leadership Inventory by Neider and Schriesheim (2011); the

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Individual Authenticity Measure at Work (IAM Work) by Van den Bosch and Taris (2013); and the Integrated Authenticity Scale (IAS) by Knoll, Meyer, Kroemer, and Schroeder-Abe (2015). Multiple studies have used the ALQ; however, the IAM Work instrument is the only one that has focused on authenticity in the area of work and organizational psychology.

In parallel with leadership scholars in 2003, practitioner and leader Bill George, former chairman and CEO of Medtronic, a medical device company, defined authentic leadership's constructs similar to scholars, with one additional concept – heart. George (2003) focused on how authentic leadership was a developmental strategy that engaged employees through their hearts and a sense of purpose. “When employees believe their work has a deeper purpose, their results will vastly exceed those who use only their minds and their bodies. This will become the company’s competitive advantage” (George, 2003, p. 22). George (2003) defined authentic leadership through five dimensions, as shown in Table 4.

Table 4

Definitions of Authentic Leadership's Five Dimensions

Dimension	Definition	Practitioner
Purpose (Self-Awareness)	Leaders are aware of their values, identity, emotions, and motives or goals.	George, 2003
Values (Behavioral Integrity and an Internal Moral Perspective)	Leaders make objective decisions based on their values, identities, and core beliefs.	George, 2003
Relationships (Honesty and Transparency)	Leaders show followers their true selves and encourage followers to do the same.	George, 2003
<i>Heart</i>	<i>This is the one dimension that is unique to George's definition of authentic leadership, but is</i>	George, 2003; Avolio & Gardner, 2005; Ilies et al., 2005

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similar to definitions from Avolio & Gardner (2005) and Ilies et al. (2005). George believed that great companies would go one step further in the 21st century to engage the minds and hearts of their employees, through a sense of purpose.

Self-Discipline (Balanced Processing or Consistency)	Leaders receive constructive feedback and remain objective without distorting or ignoring the feedback; leaders analyze information producing consistent and fair decisions.	George, 2003
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Note. George (2003) provided the same definitions as scholars with one additional dimension – heart, which focused on finding meaning in followers’ lives and self-concept.

George’s vision was similar to the ideas that emerged from the theories of Avolio, Gardner and Ilies in the early years of the Millennium. Avolio and Gardner (2005) believed authentic leadership was a positive form of leadership, which could help followers search for meaning and self-awareness, improving followers’ PsyCap. In addition, Ilies et al. (2005) believed authentic leadership helped followers find meaningfulness in their lives, which improved followers’ wellbeing and self-concepts.

After the authentic leadership instruments were developed in 2008, a wealth of empirical research emerged about the positive relationship between authentic leadership and follower outcomes that improved productivity in the workplace, including improved commitment, wellbeing, job satisfaction, and job performance. One of the earliest studies that highlighted authentic leadership’s trust and support on follower stress, or burnout, was conducted by Wong and Cummings (2009). The researchers used a different

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authentic leadership scale than the ALQ. The scale they used was the Leadership Practices Inventory (LPI) developed by Kouzes and Posner in 2003. The inventory included six statements for each of five leadership practices: “challenging the process, modeling the way, inspiring a shared vision, enabling others to act, and encouraging the heart” (Wong & Cummings, 2009, p. 11). Along with focusing on all of the authentic leadership constructs, including self-awareness, relational transparency, balanced processing, and ethical behavior, the researchers focused on trustworthiness and supportiveness as separate and unique variables that could impact followers’ performance and burnout. With a sample of 335 nurses, the authors established that ethical behavior (justice) significantly affected performance positively at $r = .27$ ($p < .01$) and supportiveness directly reduced burnout at $r = -.39$ ($p < .01$), but the authors did not study positive support and justice on follower commitment. The authors agreed that one limitation to this study was that they had used secondary analysis, which did not have quite the same constructs as in their model. For example, for *relational transparency*, they used *clear philosophy*, for *self-awareness*, they used *asks for feedback*, and for *balanced processing*, they used *actively listens*. This study was notable in the authentic leadership research because it highlighted the importance of trust, as well as positive support, and their significant impact on followers in a stressful environment. This study brought to the forefront how authentic leaders created a trusting and caring environment.

Another study that focused on a trusting and caring climate created by authentic leaders was conducted in 2009 by Clapp-Smith, et al., which brought to the forefront follower perceptions of leadership. This study, which contained a sample of 89 U.S. employees in a chain of department stores, was notable because it was one of the first

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studies to empirically show a significant relationship between authentic leadership, trust, positive PsyCap, and performance at the group level. The authors extended leadership and organizational behavior research by including the roles of both positive PsyCap and trust and how the environment through peer influence improved follower performance. Although this study focused on positive PsyCap of followers, rather than negative PsyCap, the results provided empirical evidence that authentic leadership was significantly related to improving follower performance and that the perception of trust influenced positive performance. Furthermore, the authors noted that future research should “understand how fluctuations of psychological states may influence the trust relationship” (Clapp-Smith, et al., 2009, p. 238). The results from the Clapp-Smith, et al. (2009) study provided the impetus for this current study to examine psychological states.

In 2012, Ozkan and Ceylan introduced how authentic leadership revealed its roots in existential philosophy of meaning and purpose. In this study, the authors studied how authentic leadership created an authentizotic psychological climate, where an organization promoted meaning in followers’ work. This study was important to leadership research for two reasons. The first reason was that the authors observed that authenticity was both a part of philosophy as well as psychology. With reference to philosophy, the authors revealed that “authenticity is the degree to which one is true to one’s own personality, spirit, or character, despite external forces, pressures and influences” (Ozkan & Ceylan, 2012, p. 101). With reference to psychology, the authors demonstrated that “in psychology authenticity refers to the attempt to live one’s life according to the needs of one’s inner being, rather than the demands of society or one’s early conditioning” (Ozkan & Ceylan, 2012, p. 101). This psychological element was an

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important stepping stone to showing how authentic leadership could help vulnerable employees. By creating an authentizotic environment, an organization provides meaning, which helps employees' imagination and creativity flow, which in turn helps them feel total involvement in what they are undertaking. The second reason this study was important was that it provided empirical evidence that authentic leadership's trust and positive support could help employees find meaning in their lives, which could encourage commitment to the workplace (Ozkan & Ceylan, 2012). The study of 304 Turkish construction engineers showed that authentic leadership was positively related to affective organizational commitment ($r = .50, p < .01$, two-tailed), where followers felt happy and more motivated at work; was positively related to authentizotic psychological climates ($r = .48, p < .01$); and was positively related to followers' wellbeing at work ($r = .48, p < .01$).

Starting in 2014, studies started to proliferate around the pragmatic result of authentic leadership and its impact on workplace climate, follower performance, and follower wellbeing. The hint that authentic leadership could provide organizations a competitive advantage started to permeate the halls of educational institutions. One notable study by Wang et al. (2014) exhibited empirical evidence that authentic leadership could impact followers with low PsyCap. The authors posited that authentic leaders' positive support and focused efforts on development balanced the lack of followers' positive PsyCap. The authors, who studied a sample of 801 Chinese employees of a logistics firm, validated the practical implications that authentic leaders could have on today's disruptive workplace and the competitive advantage that a leadership theory could have on job performance.

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This study also highlighted the effect of followers' PsyCap on the perception of authentic leadership and job performance.

Another study that elucidated work climate and the effects of authentic leadership on followers was performed by Nelson et al. (2014). The results brought authentic leaderships' effect on work climate to the forefront. Using a sample of 406 nurses, the researchers discovered that authentic leadership impacted the work climate in a positive manner, which increased levels of psychological wellbeing at work.

By 2015 to 2017, researchers were studying follower outcomes of stress, burnout, hostility, levels of confidence, negative attitudes, and mental health, and the impact from authentic leadership (Datta, 2015; Hashim et al., 2017; Laschinger et al., 2015; Rahimnia & Sharifirad, 2015; Read & Laschinger, 2015; Feng-I, 2016; Yadav & Dixit, 2017). Most of these outcomes – high stress, high anxiety, reduced levels of confidence and low mental health were related to presenteeism. These studies showed that authentic leadership could improve productivity in individuals with low PsyCap.

Also, during this time, more and more scholars and practitioners around the world were exploring how to increase the awareness of quality of work life in the workplace to get companies to respond to increased mental health issues. Research on 167 employees in an organization in Delhi found that authentic leadership had a significant positive influence on all dimensions of work-related quality of life (Yadav & Dixit, 2017). The most important dimensions included: work-related quality of life, job and career satisfaction, general wellbeing, control at work, and perceived stress at work.

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Another related study of 212 healthcare providers in Iran, revealed that authentic leadership could increase job satisfaction, reduce stress, and reduce stress symptoms (Rahimnia & Sharifirad, 2015), which used the Authentic Leadership Inventory (ALI) instrument, validating the previous results from studies incorporating the ALQ instrument. The authors, through this study, validated that follower wellbeing fell under the category of psychological wellbeing, which connected psychology to quality of workplace.

The Second Stream of Research: Positive Support

This second stream of research, which focused on leaders' positive support, has also been shown to impact follower outcomes. Whether combined with authentic leadership, as a mediator, or on its own, as a predictor, positive support and follower outcomes are the focus of the second stream of research. Mediators in research studies act as the mechanism for which the predictor, the independent variable, affects the outcome, the dependent variable (Rudestam & Newton, 2015).

Around the same time that authentic leadership was gaining ground, positive organizational behavior (POB) was also gaining attention in scholarly circles. The positive psychology movement emerged at the turn of the 21st century, while the POB crusade developed in 2002. Both of these movements coincided, which produced the term psychological capital (PsyCap) to represent the importance of psychology in the workplace, similar to other workforce terms, such as human capital, social capital, intellectual capital, and economic capital (Luthans et al., 2004).

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Support research began before authentic leadership theory was developed.

Before leadership scholars began studying authentic leadership in 2005, they were focusing on positive support in the workplace at the turn of the 21st century. In fact, as shown in Figure 6, researchers have studied positive support separately, similar to authentic leadership, as one variable impacting followers' outcomes, including increased *affective commitment and decreased turnover* (Mosadeghrad, 2013; Rhoades et al., 2001), and *increased wellbeing* (Avey, Avolio, & Luthans, 2011; Avey, Luthans, & Jensen, 2009; Rodrigues, Carochinho, & Rendeiro., 2017; Shen, Yang, Wang, Liu, Wang, & Wang., 2014; "Supportive Leadership," 2016; Taylor, 2008).

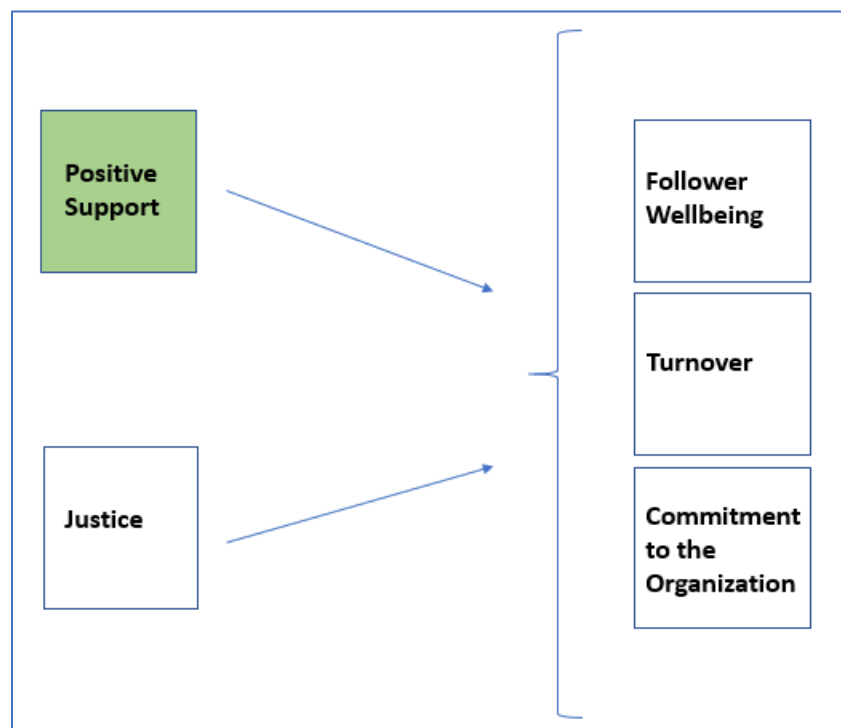


Figure 6: Positive support is one of the streams of research that focuses on follower outcomes impacted by leadership behavior.

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One of the reasons researchers study how to foster a supportive environment is because of its mental health benefits for employees. First of all, similar to the benefits associated with PsyCap, a supportive environment created by a supportive leader helps improve employees' mental health by enabling them to see challenges as more manageable due to their improved resilience (Taylor, 2008). In addition to improved mental health, supportive leadership has a biological impact on employee health. Positive support has an impact on a person's sympathetic nervous system; the more support a person feels, the more anti-stress hormone oxytocin is released, which reduces anxiety and helps create a sense of calm (Taylor, 2008).

One of the first studies to focus on positive leadership support was in 2001 and looked at how work experiences, including organizational rewards (distributive justice), procedural justice, and supervisor support, acted as antecedents to followers' affective commitment to the organization (Rhoades, et al., 2001). Notable in one study's sample of 367 employees from a variety of U.S organizations is the authors' choice of variables that are similar to the current study, including positive support, procedural justice, distributive justice, and follower commitment, to see if the variables made independent contributions to perceived organizational support (POS) as a mediator to follower commitment. While Rhoades et al. (2001) did not use *distributive justice*, per se, they did include the variable *organizational rewards*, which they defined as very similar to distributive justice; both variables focused on followers' perspectives about fairness of distributing work resources and outcomes, such as pay and rewards. In addition, the researchers used structural equation modeling to assess the relationships, such as where POS was a mediator of commitment. Before mediators are diagnosed, the constructs on both sides of the

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equation must be associated with each other. In this case, the correlations between variables, shown in Table 5, provided a comparison of the associations between procedural justice, distributive justice, as well as supervisor support on commitment. Organizational rewards (distributive justice) was significantly related to follower commitment at $r=.35$ ($p < .05$), procedural justice, $r=.42$, and supervisor support, $r=.44$ (correlations at or above .12 were deemed significant at the .05 level). Researchers found that followers deemed supervisor support as more impactful than procedural justice or distributive justice on commitment. However, there was no analysis of a presenteeism variable, like stress, anxiety, or depression.

Table 5

Variable Correlations – affective commitment

Constructs	Affective Commitment
Organizational rewards	$r = .35$
Procedural justice	$r = .42$
Supervisor support	$r = .44$

** $p < .05$

While researchers did not set out to compare procedural justice or distributive justice (organizational rewards) with supervisor support, the results of their research did provide the opportunity for a comparison of the variables' correlations. Originally, the researchers wanted to see if the perception of organizational support (POS) mediated the actions of leaders on follower commitment.

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From 2009 to 2011, researchers, including Luthans, Avolio, and Avey, published several studies that theoretically discussed and empirically showed the impact of positive leadership support on follower positivity and performance. This research brought together the positive organizational behavior (POB) movement, PsyCap's benefits for reducing stress in the workplace, and authentic leadership's focus on positive development for followers. "The goal of the authentic leadership initiative was to understand what truly shaped positive development in leaders and also followers, teams, organizations, communities, and entire societies" (Luthans & Avolio, 2009, p. 303). Most noteworthy were two empirical studies that focused on positive PsyCap's benefits for both followers and leaders. In a sample of 360 employees from a variety of U.S. industries, followers with positive PsyCap were less likely to be stressed, less likely to quit their job, and less likely to search for a job (Avey et al., 2009). The authors focused on followers' stress and how it could impact their behaviors. Noteworthy was empirical evidence that followers' stress levels impacted their commitment to the workplace and follower stress levels provided an opportunity for improving commitment (Avey et al., 2009). Similarly, research conducted on 106 U.S. engineers in the aerospace industry by Avey et al. (2011) extended previous research and looked at how leaders' positive support could impact followers' positivity and performance (Avey et al., 2011). Studying leaders with low positive support and high positive support, the researchers found a significant positive relationship between followers' reported level of PsyCap and their leaders' level of PsyCap. "When leaders are seen as more positive, they tend to have followers who are more positive" (Avey et al., 2011, p. 293). This was a significant breakthrough for followers who had low PsyCap because it showed that positive leaders

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could undertake workplace challenges to enhance followers' positivity and, hence, their performance (Avey et al., 2011).

Three final scholarly works provided insight into high-stress environments and the rise in the quality of work life movement. The first involved 608 hospital employees in Iran who reported a low level of quality of work life due to the stress of their hospital jobs. Empirical evidence revealed that management support could improve followers' quality of work life and their turnover intentions (Mosadeghrad, 2013). The importance of this research was that it mirrored the quality of work life movement that was gaining global acceptance. In this instance, quality of work life was a multi-dimensional concept that included followers' "feelings about job content, the physical work environment, pay, benefits, promotions, autonomy, teamwork, participation in decision-making, occupational health and safety, job security, communication, colleagues and managers' support, and work-life balance" (Mosadeghrad, 2013, p. 43). Two similar studies focused on teachers and occupational stress and depressive symptoms caused by a highly-stressed environment. Analyzing a sample of 1,210 Chinese university teachers, where 59% of the sample included depressed teachers, researchers found a significant correlation between occupational stress, PsyCap, and depressive symptoms (Shen et al., 2014). They showed that PsyCap was negatively associated with depressive symptoms and that PsyCap was an important concept of organizational behavior because it could be a positive resource to battle negative emotions, stress, and burnout (Shen et al., 2014). Similarly, empirical evidence showed that positive support shielded employees with low PsyCap. A sample of 425 Portuguese primary and secondary teachers provided evidence that optimism in PsyCap provided the highest positive impact on psychological distress because the

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teachers with the most optimism showed lower ratings of anxiety, depression, and stress (Rodrigues, et al., 2017).

Two of the most recent studies that evaluated leaders' support on presenteeism were conducted in 2016. Researchers evaluated how *leadership support* indirectly influenced wellbeing (Laing & Jones, 2016) and productivity associated with presenteeism via reducing role ambiguity (Zhou, Martinez, Ferreira, & Rodrigues, 2016).

How authentic leadership research informed positive psychology and psychological capital.

Similar to the first stream of research on authentic leadership, researchers started evaluating authentic leaderships' positive support (Avolio et al., 2004) as a mediating variable around the same time that PsyCap had been introduced into the positive organizational behavior (POB) movement. They found empirical relationships between positive support, as shown in Figure 7, which acted as a mediator between authentic leadership and follower outcomes, and follower *wellbeing* (Adil & Kamal, 2016; Laschinger & Fida, 2014; Warszevska-Makuch et al., 2015), *job satisfaction* (Laschinger & Fida, 2014;), *creativity* (Rego et al., 2014), and *organizational performance* (Rego et al., 2014).

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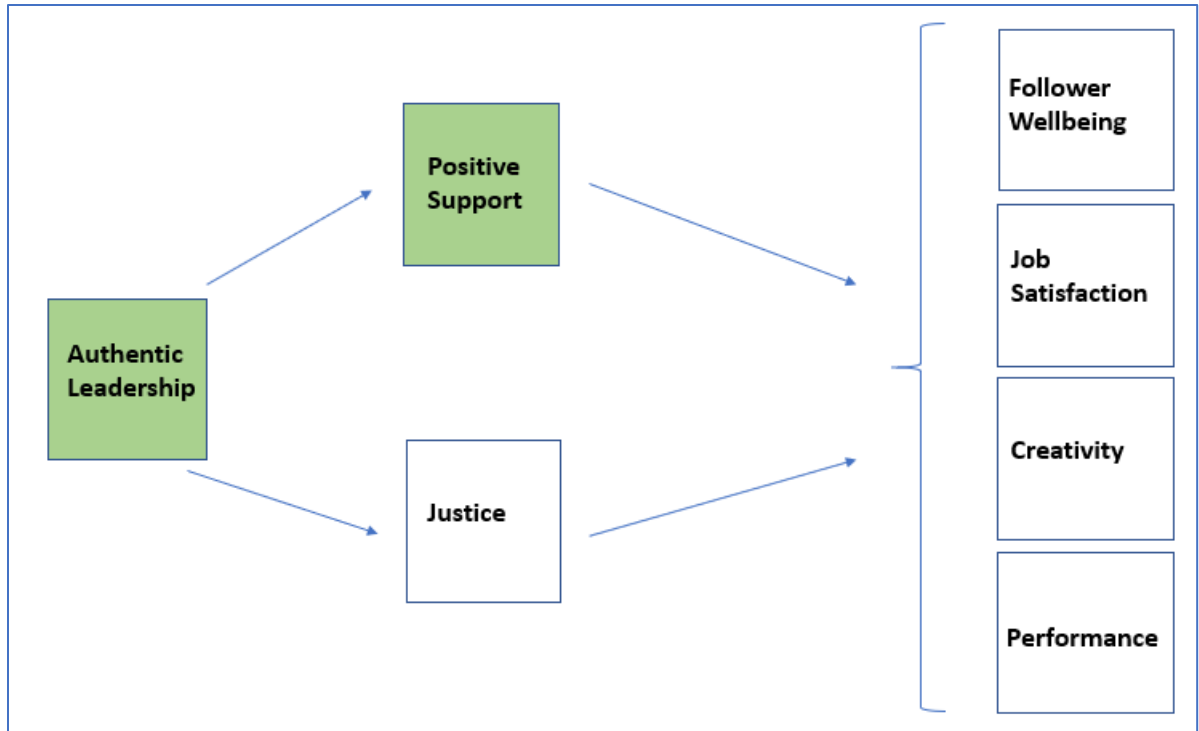


Figure 7: Authentic leadership creates a positive supportive environment that impacts multiple followers' outcomes by increasing follower job satisfaction, follower wellbeing, creativity, and organizational performance.

As mentioned previously, the reason researchers devoted considerable attention to authentic leaderships' positive support (George, 2003; Ilies et al., 2005) and PsyCap (Luthans & Avolio, 2009) was because of their developmental dynamics with follower attitudes and behaviors; Psychological capital (PsyCap) were state-like attitudes that could be positively changed over time (Luthans & Avolio, 2009; Gilbreath & Benson, 2004). In fact, this influence on follower behaviors was central to authentic leadership theory (Ilies et al., 2005). Empirical support had connected PysCap, which included hope, resilience, self-efficacy, and optimism (Avolio & Gardner, 2005) to many of the same outcomes as authentic leadership theory, including improved wellbeing (Clapp-Smith et

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al., 2009; Rego et al., 2014) and higher performance (Hmieleski et al., 2012; Rego et al., 2014).

This positive environment impacted followers favorably because authentic leaders focused on followers' strengths while improving their weaknesses (Ozkan & Ceylon, 2012). For instance, authentic leadership's positivity, which drew on positive PsyCap derived from leaders' self-awareness of their strengths and limitations, enabled authentic leaders to motivate and influence followers' attitudes, creating an optimistic and appealing organizational environment (Avolio & Gardner, 2005; Rego et al., 2014). PsyCap has gained momentum in the field of positive organizational behavior (Luthans, Avolio, Avey, & Norman, 2007). When leaders are cognizant of their strengths and weaknesses, they are found to be authentic (Waite, McKinney, Smith-Glasgow, & Meloy, 2014). This authenticity is derived from the leaders' self-awareness, which has been described as "having awareness of, and trust in, one's motives, feelings, desires, and self-relevant cognitions" (Kernis, 2003, p. 13). And, from the followers' point of view, followers realize that mentors (or leaders) can impact their self-confidence and motivation (Shapira-Lishchinsky & Levy-Gazenfrantz, 2016), which means that leaders should be aware that they can affect followers negatively or positively. Finally, a study uncovered how PsyCap's positive support affected followers positively (Woolley, Caza, & Levy, 2011). The research team found empirical evidence that a positive climate mediated the relationship between authentic leadership and followers' PsyCap.

Notable in this stream of literature is how researchers were studying one aspect of authentic leadership – positive support. The scholars did not look at trust, fairness, or any variables that included justice, such as procedural or distributive justice. While some of

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the research demonstrated empirical evidence that authentic leaderships' positive support impacted follower outcomes, whether by reducing stress, increasing creativity, or improving performance, others provided empirical evidence that followers' positive PsyCap improved followers' *reactions* to stress and burnout. The difference between both types of research is that one type of research empirically showed that leaders' positive support impacted followers positively, whether they had low or high PsyCap, which could be very helpful in improving employees with low PsyCap and thus vulnerable to presenteeism. The other type of research empirically connected followers who had high PsyCap to less stress, burnout, and depression. This provided evidence that if followers' PsyCap could be improved, their depression, burnout, and/or stress might be reduced or might buffer followers from becoming stressed.

The first set of research, as mentioned previously, fell into the group where authentic leaderships' positive PsyCap improved followers' outcomes. In one instance, researchers examined the relationship between authentic leadership, positive affect, hope, and creativity by evaluating 203 Portuguese employees in retail organizations. The researchers found that by promoting authentic leadership and improving followers' hope and positive affect (positivity), organizational leaders could increase followers' creative performance, which in turn could improve the competitiveness and performance of an organization (Rego et al., 2014). Most notable in this research was how organizations could gain competitive advantage, if leaders' PsyCap improved. The second study, which focused on how leaders' positive support could impact followers beneficially, included a sample of 820 employees from various Polish companies. This research emphasized how followers, who had been bullied, lacked sufficient resources to cope due to the chronic

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stressor of workplace bullying. This chronic stress was similar to followers with low PsyCap (Warszewska-Makuch et al., 2015). In fact, the researchers stated that the bullied employees were not as productive as other employees. The results revealed empirical evidence that social support from supervisors could improve the mental health of employees who were experiencing chronic stress from being bullied; social support from supervisors correlated significantly and negatively with the state of mental health (Warszewska-Makuch et al., 2015). The results revealed how positive support could impact chronically stressed individuals in a beneficial way.

The second group of research illustrated how followers' PsyCap could predict mental wellbeing. One noteworthy study that looked at authentic leadership and its production of a positive emotional contagion found that leaders' positive PsyCap strengthened the relationship between authentic leadership and followers' assessment of their work (Adil & Kamal, 2016). Investigating 500 university teachers from the Punjab province and Islamabad, the researchers evaluated followers' low PsyCap to high PsyCap. What emerged from the results was the synthesis of two disciplines, authentic leadership with occupational health psychology. This demonstrated that follower PsyCap was a vital forecaster of physical, emotional, and mental wellbeing (Adil & Kamal, 2016; Avey, Luthans, Smith, & Palmer, 2010). The second study empirically documented that authentic leaderships' positive support could reduce the chance of nurses experiencing burnout in the workplace (Laschinger & Fida, 2014). The researchers found that authentic leadership and positive PsyCap of followers decreased the likelihood of mental health problems. This study provided evidence that if followers' mental health could be improved through the strengthening of self-efficacy, they might be able to stave off

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stress, anxiety, or depression, which could then lead to improved mental health (Laschinger & Fida, 2014).

The Third Stream of Research: Justice

Justice, like positive support, is another environmental contagion created by authentic leadership that has been proposed to positively influence follower outcomes. Authentic leadership's justice creates a fair climate, which in turn favorably impacts follower wellbeing, turnover intentions, and organizational commitment, because followers perceived their leader as having high integrity (Kiersch & Byrne, 2015). Whereas transformational leadership and other leadership theories de-emphasized the ethical and moral components of leadership, authentic leadership theory has made this the central point (Luthans & Avolio, 2003; Michie & Gooty, 2005). Other researchers have also determined that authentic leadership's focus on ethics and leadership morality, as shown in Figure 8, improved workplace *wellbeing* (Kiersch & Byrne, 2015), *productivity* (Leroy, Simons, & Palanski, 2012), *job satisfaction* (Hassan & Ahmed, 2011), *work engagement* (Hassan & Ahmed, 2011; Wong et al., 2010), *commitment* (Hassan & Ahmed, 2011; Kiersch & Byrne, 2015; Kliuchnikov, 2011; Leroy et al., 2012), and reduced workplace *turnover* (Hassan & Ahmed, 2011; Kiersch & Byrne, 2015). The leaders' trust creates a healthy work environment because of its clear focus on the positive role modeling of honesty, integrity, and justice in developing leader-follower relationships (Wong & Cummings, 2009). Authentic leaderships' openness and unearthing of core values and beliefs in relational transparency has been a significant predictor of trust within the leader-follower relationship (Wong & Laschinger, 2013).

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Trust in management leads to improved organizational performance, which additionally has been measured by unit sales growth (Clapp-Smith et al., 2009).

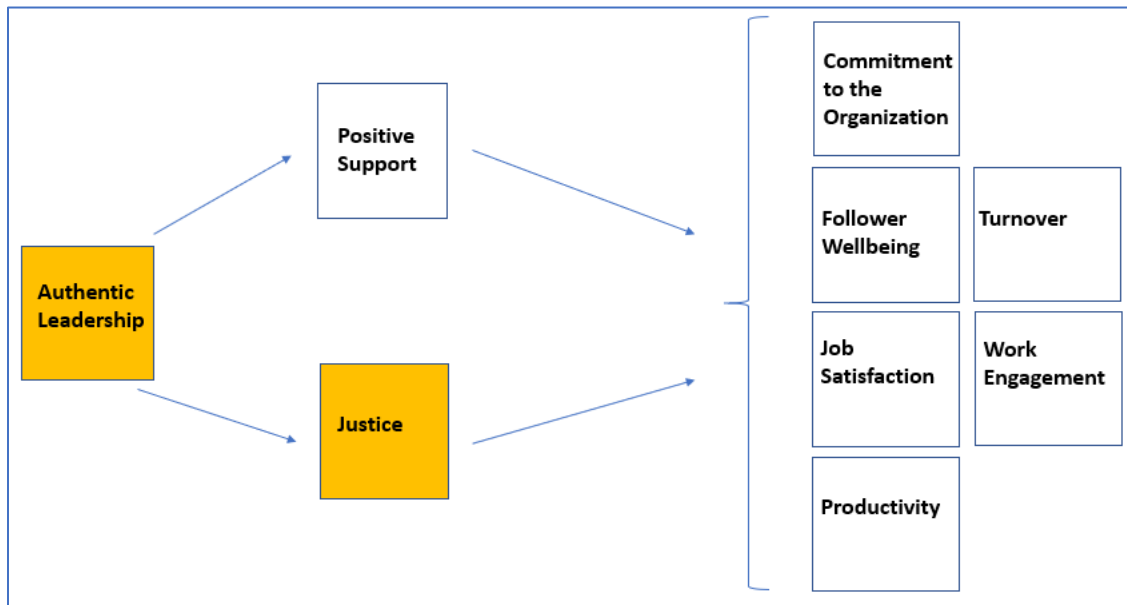


Figure 8: Authentic leadership's fair and trusting environment positively impacts follower behaviors.

This review focuses on the relationship between justice and follower behavior to show how leaderships' behaviors could create a climate that benefits employees with low PsyCap or mental health, who may be stressed, anxious or depressed, and susceptible to presenteeism. Central to the third stream of research is how followers' perceptions of a just and fair organization impacts their behaviors favorably in an organization, ranging from increased wellbeing to productivity and commitment to the organization.

All of the authentic leadership researchers, who included multiple dimensions of justice or trust constructs, used the authentic leadership scale (ALQ) to measure authentic leadership, while they used a variety of instruments to measure trust or justice. For

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example, the instruments included the Trust in Management scale (Wong et al., 2010), the Measures in Trust scale (Kliuchnikov, 2011) and the Interpersonal Trust scale (Hassan & Ahmed, 2011). One of the latest studies by Kiersch and Byrne (2015) included the organizational justice instrument (Colquitt, Conlon, Wesson, Porter, & Ng, 2001), which separated the followers' perceptions about fairness in the workplace into four different justice constructs, including distributive justice, procedural justice, informational justice, and interpersonal justice. Using the various justice instruments within the research of authentic leadership illustrates how multiple scholars believed trust was its own construct that should be studied with regard to its impact on followers' outcomes.

With reference to the third stream of research, most of these authentic leadership studies linked trust in the leader as promoting a healthier work environment, which developed positive leader-follower relationships. For example, researchers who examined registered nurses working in acute care hospitals in Canada found that authentic leadership (studied using the ALQ instrument) and trust (using the Trust in Management Scale) in the manager played a significant role in developing trust and work engagement in the organization (Wong et al., 2010). Additional investigations found a strong significant positive correlation between authentic leadership (using the ALQ instrument) and trust ($r = .55$), affective commitment and trust ($r = .52$), and affective commitment and authentic leadership ($r = .51$), at the ($p < .01$) significance level (Kliuchnikov, 2011). In order to establish the mediating effect of the trust variable to see if trust influenced a followers' affective commitment, the scholars found that trust partially mediated the effect on the relationship between authentic leadership and affective commitment

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(Kliuchnikov, 2011). The results informed the decision to study justice's or trusts' impact separately on followers' commitment and emotional stability.

Similarly, separate research examined the link between authentic leadership, trust, reduced stress, and improved commitment. Researchers introduced the organizational justice instrument (fairness in the workplace) to propose that authentic leadership was “a type of fair leadership” (Kiersch & Byrne, 2015, p. 292). Also noteworthy was how the authors posited that organizational justice could impact follower stress, turnover intentions, and organizational commitment. The research results provided empirical evidence that followers felt more committed to the organizations and less stressed when they considered their leaders to be fair, in terms of all four organizational justice constructs, including distributive, procedural, interpersonal, and informational (Kiersch & Byrne, 2015). In addition, the scholars provided a comparison of the different justice dimensions and their impact on reduced stress and organizational commitment. Informational justice had the most impact on follower commitment, followed by procedural justice, interpersonal justice, and distributive justice; while interpersonal justice had the most impact on reducing follower stress, followed by distributive justice, procedural justice, and informational justice. This current study focuses on procedural and distributive justice because they are more stable over time. This stability allows cross-sectional data to be more relevant at a specific point in time.

Leadership justice research outside of the authentic leadership framework.

Along with studying justice as a mediator of authentic leaders creating a fair and trusting environment, scholars have also focused on justice outside the authentic leadership framework. The reason scholars have studied justice, or trust, is because past

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research has revealed a strong relationship between justice, which promotes an ethical climate of fairness and trust in the organization, and follower outcomes. These studies occurred at around the same time that authentic leadership was gaining ground.

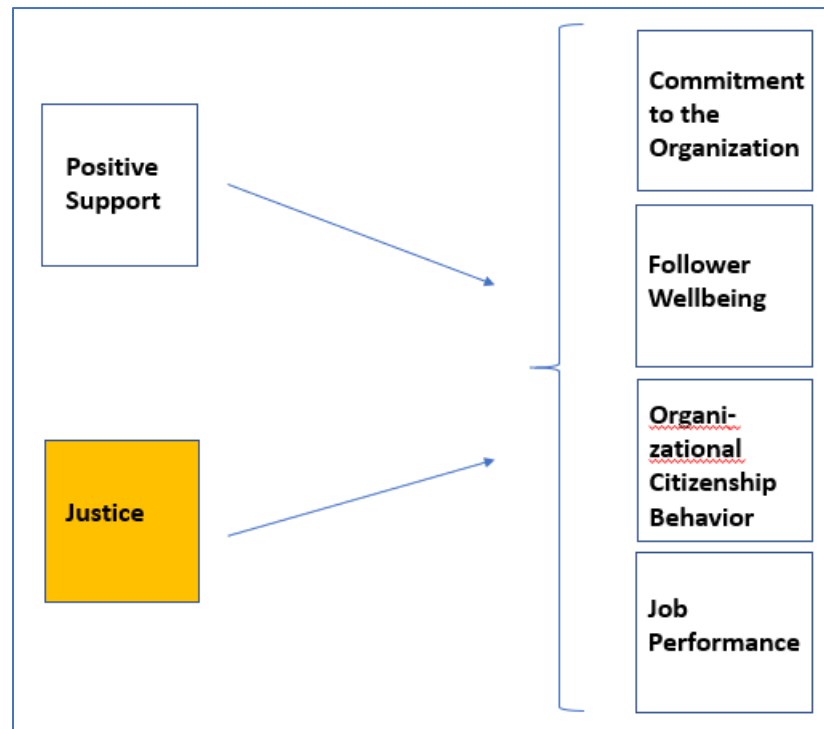


Figure 9: Justice is one of the streams of research that focuses on follower outcomes impacted by leadership behavior.

Similar to studying positive support outside of authentic leadership theory, justice alone, which creates an ethical climate, has also improved follower outcomes, similar to authentic leadership and justice's constructs studied together, as shown in Figure 9. Justice has been found to improve follower *wellbeing* (Cole et al., 2010; Fox, Spector, & Miles, 2001; Grubb, 2006); and *job satisfaction* (Ali & Saifullah, 2014; Lambert et al., 2005; Neubert et al., 2009), has strengthened *job commitment* (Ali & Saifullah, 2014;

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Clay-Warner, Hegtvedt, & Roman, 2005; Cole et al., 2010; Lambert et al., 2005; Neubert et al., 2009) and has improved organization citizenship behavior (OCB) (Jafari & Bidarian, 2012). Furthermore, justice has helped organizations improve company performance and profits (Fulmer & Ostroff, 2017). As mentioned previously, empirical support has now connected justice to a lot of the same follower outcomes as authentic leadership theory, including followers' motivation because the employee has seen that "truth will triumph" (Shapira-Lishchinsky & Levy-Gazenfrantz, 2016, p. 963).

One of the earlier studies of organizational justice looked at how interactional justice, as opposed to procedural or distributive justice, which are the two variables for the current study, created an ethical climate. The researchers posited that managers could be potential agents of followers' perceptions of justice or injustice (Neubert et al., 2009). The authors stated the reason they focused on interactional justice was because supervisors or managers were the primary sources of interactional justice, which was the degree to which employees were treated with politeness, respect, and dignity (Neubert, et al., 2009). However, distributive justice and procedural justice could be more important constructs of organizational justice because of their stability over time, providing a longer period for change to take place. Interactional justice, on the other hand, is a daily evaluation of a followers' perception of leadership treatment. For example, compensation and rules for providing pay do not change daily, so followers' fairness perceptions of the organization should be more stable. The reason stability is important with follower perceptions is because low mental health, whether it is emotional instability, stress, or depression, can cause presenteeism. All of these employee states are chronic diseases that

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cannot be changed in one day. They need time for leaders to develop the followers' state-like traits, such as PsyCap's confidence, hope, optimism, and resiliency.

What differs from most of the justice studies, as compared to the previous studies that combined authentic leadership and justice variables in the research, is that the justice research more often than not centers around stressed employees, which gives credence to the current study's focus on justice helping stressed employees. Three instances of research examining stressed employees with the different constructs of justice showed that researchers leaned more toward procedural and distributive justice versus the others for important predictors of work attitudes. This is another reason for focusing on procedural and distributive justice as important variables to examine for stressed employees.

For example, research on survivors of layoffs focused on survivors' perceptions of distributive and procedural fairness of the layoff process. Survivors of layoffs were found to have more stress than employees who had not witnessed layoffs, along with more psychological and physical health issues (Grubb, 2006). Similarly, procedural and distributive justice were found to be strong predictors of follower commitment in a downsizing study (Clay-Warner et al., 2005). However, the researchers found that distributive justice was a stronger predictor of commitment for followers who were victims of downsizing, while procedural justice was a stronger predictor of commitment for survivors of layoffs. The authors believed that the difference in the effects of justice were probably due to the followers' experiences (Clay-Warner et al., 2005). For example, followers who did not receive raises because of a recession were more interested in the effects of distributive justice (the distribution of income) versus employees.

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Similar research also linked organizational justice to followers' psychological health and organizational commitment, while examining all four justice constructs. The individuals in the research exhibited similar characteristics of employees with low emotional stability, due to emotional exhaustion. While the researchers in this study combined justice and stress research, this was the first study to tease apart the four different constructs of organizational justice and their impact on psychological health (Cole et al., 2010). The authors believed that each of the four justices were negatively related to emotional exhaustion, which reduced organizational commitment and increased turnover intentions. The researchers posited that emotional exhaustion mediated the relationships between the four types of organizational justice and organizational commitment, as well as turnover intentions. Examining a sample of 869 military personnel and civil servants to see if justice and stress or commitment were related, the results suggested that followers' justice perceptions were related to their psychological health (Cole et al., 2010). The findings (Table 6) show how distributive and procedural justice had a significantly strong negative correlation with emotional exhaustion (meaning that if followers perceived a fair and just work environment from fair distributive and procedural justice, their emotional exhaustion would decrease.) Similar to the results with emotional exhaustion, distributive and procedural justice also had a significantly strong positive correlation with organizational commitment. Another important data point from this study was that perceptions of unfairness could take an emotional toll on followers, leading them to feel emotionally drained (Cole et al., 2010).

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Table 6

Variable Intercorrelations – emotional exhaustion and organizational commitment

Justice Constructs	Emotional Exhaustion	Organizational Commitment
Distributive justice	r = -.34	r = .28
Procedural justice	r = -.35	r = .31
Interactional justice	r = -.35	r = .20
Informational justice	r = -.28	r = .25

*p < .01

The authors believed that conservation of resources (COR) theory helped provide the framework for understanding the linkages between (in)justice perceptions and emotional exhaustion. The COR theory states that individuals strive to maintain their limited resources, such as emotional energy and support (Cole et al., 2010). This is another reason for focusing on justice and organizational commitment, as well as procedural and distributive justice in this current study.

One of the most recent studies that evaluated leaders' justice on presenteeism was conducted in 2012. Researchers evaluated how *leadership justice* helped reduce counterproductive work behaviors, such as presenteeism and social loafing (Patel, Budhwar, & Varma, 2012), which helped organizations gain competitive advantage through their "human capital" (Patel, et al., 2012, p. 220). The research provided organizational leaders with the knowledge that fair decision-making processes and fair quality treatment helped enhance the employee experience where individuals believed justice prevailed, and helped reduce presenteeism (Patel, et al., 2012).

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Additional research on procedural and distributive justice continued the investigation of fairness and trust on follower outcomes, but lacked the examination of stressed employees. However, the empirical evidence pointed to how justice constructs could be significant predictors of follower commitment. In one case, researchers provided empirical evidence that procedural and distributive justice were significant predictors of job satisfaction and organizational commitment (Lambert et al., 2005). The researchers found that procedural justice had two to three times more impact on followers' outcomes than distributive justice (Lambert et al., 2005). The scholars defined the difference between distributive justice and procedural justice, where distributive justice was concerned with the end results or outcome, and procedural justice was concerned with the process of how the result was achieved (Lambert et al., 2005). The authors noted that "distributive justice represented the fair outcomes of the efforts and performance of the employee" (Lambert, et al., 2005, p. 417), while procedural justice was at the discretion and control of the leaders. The scholars studied a sample of 225 social service employees and found that distributive justice and procedural justice were both significant predictors of job satisfaction and organizational commitment, with procedural justice having a larger correlation with organizational commitment as compared to distributive justice. Another interesting note with this study is that the authors believed that social service employees could be working in an upsetting and unjust environment.

Similarly, researchers who examined 250 individuals from Islamic Azad University in Iran, provided a comparison of the correlational strength between the organizational justice constructs and follower outcomes (Jafari & Bidarian, 2012). The researchers posited that organizational justice would predict organizational citizenship behavior

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(OCB). Using the Pearson Correlation coefficient to calculate the correlation size between two variables, the findings indicated that when followers had a higher favorable perception of organizational justice, they provided higher organizational citizen behavior (Jafari & Bidarian, 2012). The results, as shown in Table 7, compared the three organizational justice constructs, with interactional justice proving to be stronger than the other two as predictors. However, as noted in previous streams of research, this study only focused on mentally healthy employees.

Table 7

Variable Correlations – organizational citizenship behavior

Justice Constructs	OCB
Distributive justice	$r = .19, p < .05$
Procedural justice	$r = .23, p < .05$
Interactional justice	$r = .24, p < .05$

** $p < .05$

Follower Commitment versus Wellbeing

This current research focuses on follower commitment, rather than follower wellbeing, because follower commitment is the successor to follower wellbeing. Follower commitment focuses on an employee's strong psychological and physiological attachment to a company (Hashim et al., 2017), while follower wellbeing focuses on the employee's state of mind. For example, researchers have studied follower commitment because employees who are passionate about the company mission and committed to the organization create lasting value for customers, employees, and shareholders (George, 2003). Additionally, organizational commitment psychologically ties followers to an

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organization, which can reduce turnover (Allen & Meyer, 1990), and emotionally attaches individuals to an organization, which helps them enjoy working in the organization (Hashim et al., 2017).

This study could enable organizational leaders the opportunity to reduce presenteeism by enacting an effective leadership style on a specific niche of vulnerable followers. Providing positive support and justice improves follower wellbeing, which offers corporations a moral and cost-effective solution to improving presenteeism. This current research should help leaders gain a better understanding of positive support and justice and their impact on follower commitment.

Summary

Workplace wellbeing has decreased around the world, increasing both employee absenteeism and presenteeism (Johns, 2010; Laschinger et al., 2015). Organizations have a bottom line reason to invest in wellness in followers (Chisholm et al., 2016) to improve employee performance and a moral reason to make the workplace a better environment in which to work (Ashman & Gibson, 2010) to improve follower wellbeing and commitment. The authentic leadership model was introduced at the turn of the 21st century as a leadership theory that could improve followers' wellbeing, engagement, and commitment to the workplace by helping them find meaning in their lives and place of work (Ilies et al., 2005). Recent research has suggested that authentic leaders' positive support and a sense of fairness act as contagions to create supportive and ethical environments, which improve follower outcomes. However, little research has looked at whether authentic leaderships' positivity and fairness could be the strategies to help followers, who have little motivation due to being psychologically distressed, improve

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their wellbeing and commitment to the workplace. This paper aims to determine if the proposed authentic leadership model can help organizations become more competitive by reducing follower presenteeism and increasing follower commitment.

CHAPTER 3: RESEARCH METHODS

Presenteeism, where individuals in the workplace produce less work due to health-related issues, has been increasing in organizations around the world since 2009 (Chisholm et al., 2016). Much of health-related issues are mental health, including chronic stress, anxiety, and depression, while other less prevalent health-related issues include lower back pain, obesity, allergies, and migraines. Scholars and government policy-makers are realizing that if presenteeism could be managed, productivity could increase in organizations. Most importantly, research has shown empirical evidence that leaders' positive support and/or justice (procedural and distributive) create a caring and fair environment for individuals in organizations, which improves follower outcomes. This current study aims to answer the research question: is there a significant relationship between followers' perception of their leaders' positive support and followers' commitment to the organization; followers' perception of their leaders' procedural justice and followers' commitment to the organization; followers' perception of their leaders' distributive justice and followers' commitment to the organization; and followers' perception of their own emotional stability and their commitment to the organization? And, if there is a relationship between two or more of the independent variables and the dependent variable, the research will then be used to see if a predictive model can be built to predict organizational commitment.

This chapter details the methodology that will be used, and provides the research questions that will be examined. Next, the research design used to examine leadership behaviors on follower outcomes will be described. Following the research design description, the source, data collection, and population and sample will be discussed. In

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addition, the instruments used to measure each construct will be reviewed while providing definitions for each variable and the validity and reliability for each instrument used to measure the variables. Finally, data analysis that will be used to execute the test statistics, along with the limitations to the study, will be presented.

Philosophical Paradigm

The philosophical paradigm of the researcher provides insight into why the methodology and design were chosen by the researcher. Ontology answers what exists as reality. According to Crotty (1998), ontology is the study of being. As a theoretical perspective, it shapes what is. This study has been conducted with a philosophical paradigm of post-positivism. According to Worthen, Sanders, and Fitzpatrick (1997), post-positivists believe in the value of empirical data, but also believe in the value of theories and how they explain what exists.

Research Questions

The overall purpose of the present study is to use the authentic leadership theory (Gardner et al., 2005) as the framework to examine if leadership behaviors are related to followers' commitment to the organization. Building on the authentic leadership framework, a proposed authentic leadership model is introduced that could create a positive, supportive environment and a just and fair climate for followers who have low PsyCap to increase their organizational commitment. The aim of this study is to empirically test and determine the existence, strength, and direction of the relationship between the dependent variable, organizational commitment, and each of the independent variables, positive support, procedural justice, distributive justice, and emotional stability.

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In reviewing the literature, studies seem to be remiss in teasing apart the authentic leadership constructs and determining whether positive support or justice is more important for fostering commitment in the workplace for individuals with low PsyCap. Specifically, is there a significant relationship between any one of the independent variables, including positive support, procedural justice, distributive justice, or emotional stability, and the dependent variable, commitment to the workplace? And, if there is a relationship between two or more of the independent variables and the dependent variable, can a predictive model be built to predict organizational commitment?

Original framework.

The proposed model for this study was derived from the authentic leadership framework, as shown in Figure 10, developed by Gardner et al. (2005) and a review of the literature. As discussed previously, the three streams of research discussed in the literature review provided the backdrop for the present study's conceptual model illuminating leadership behaviors that could help individuals with on-the-job productivity loss due to health-related problems, such as stress, depression, or anxiety. Certain similar variables emerged in numerous studies, but never in a way that appeared to examine which leadership variable had more of an impact on followers' outcomes, specifically commitment to the organization. While some of the variables in the studies included positive leadership support, procedural justice, and distributive justice, it appears that this study is the first time to examine these three along with follower commitment and follower emotional stability. Was it leaders' positive support that created the positive caring climate or leaders' justice that created the ethical and fair environment that favorably impacted emotionally unstable individuals? This study should fill in the gaps

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that exist in the literature with reference to whether leadership behaviors are significantly related to individuals with low PsyCap, and their commitment to the organization.

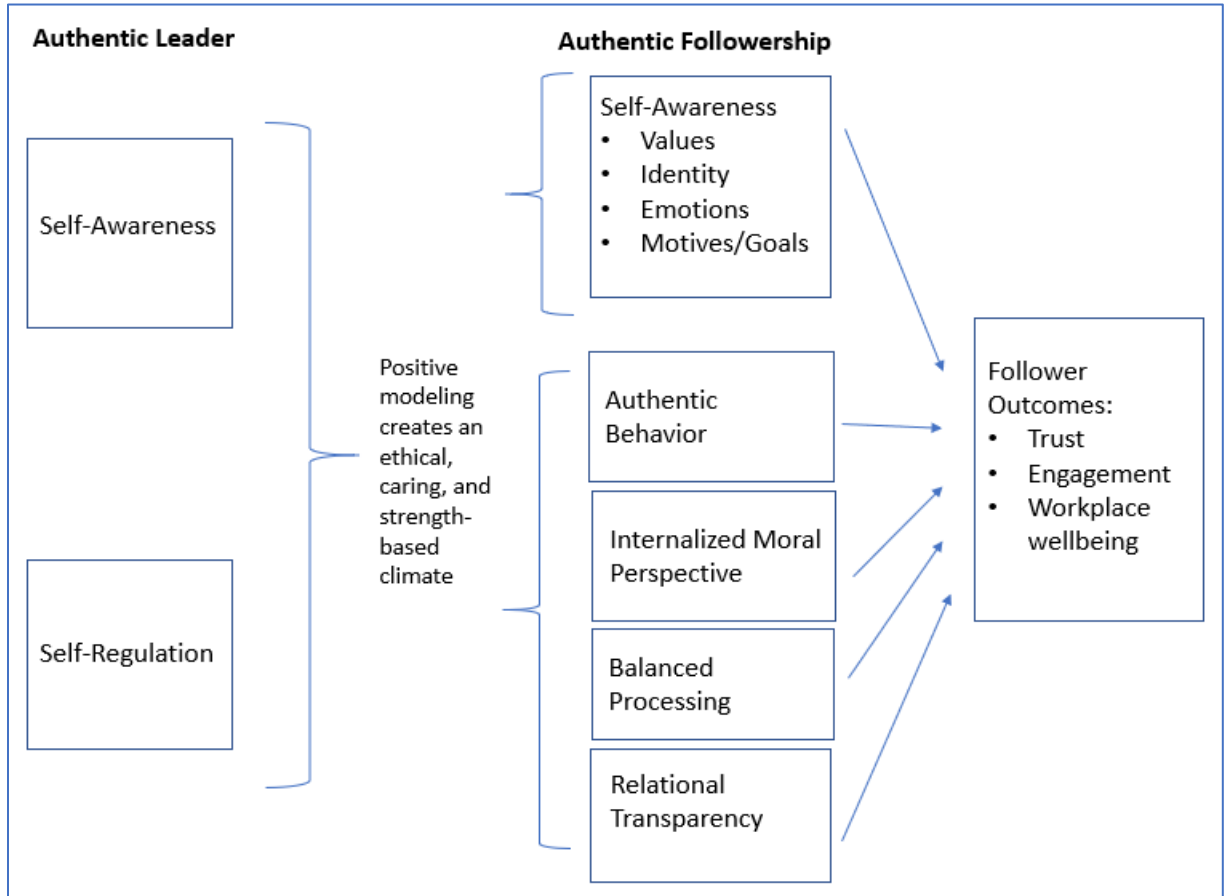


Figure 10. Authentic leadership framework developed by Gardner et al. (2005) provides a development process for authentic leadership and followership.

The authentic leadership framework, originally introduced by Luthans and Avolio (2003), provides a development process for leaders to develop followers into authentic individuals by finding purpose in their work (Gardner, et al., 2005; George, 2003). The framework shows how a leaders' self-awareness, which provides attributes of values, identity, emotions, and motives/goals, and self-regulation, which includes internalized

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moral perspective, balanced processing, and relational transparency, create a positive, supportive, ethical, and strength-based climate for followers.

The proposed conceptual framework.

In the proposed model, as shown in Figure 11, the construct, self-awareness, which provided positive modeling to followers creating a caring, strength-based climate, was replaced with the positive, leadership support variable, and the construct, self-regulation, which provided an ethical climate, was replaced with the procedural justice and distributive justice variables after an extensive review of the literature to ensure the variables fit the defined authentic leadership definitions. Emotional stability was added as a fourth independent variable to examine if it was related to any of the other independent variables or the dependent variable, organizational commitment. If there is a significant correlation between two or more of the pairings of an independent variable with the dependent variable, multiple regression will be looked at next to see if two or more of the variables can predict the dependent variable, organizational commitment.

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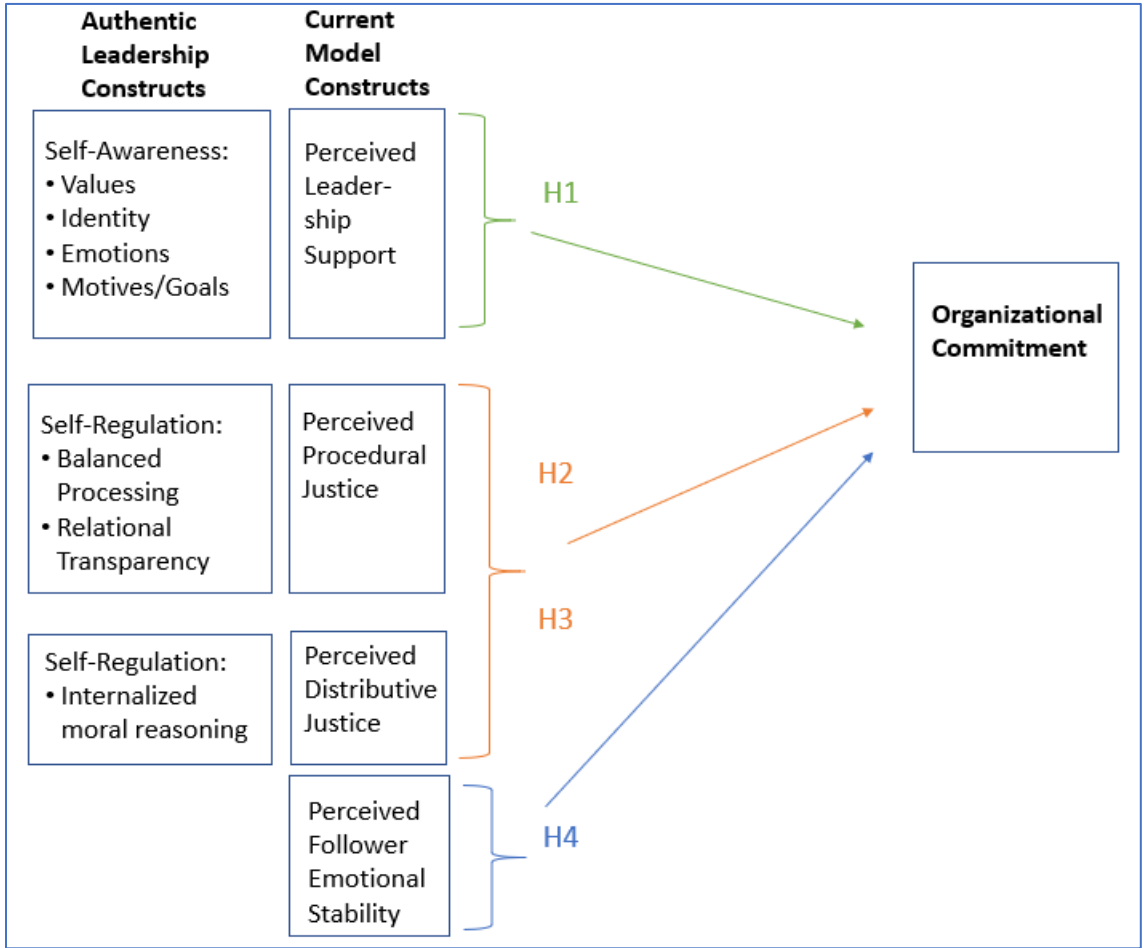


Figure 11. Proposed model to examine leadership behaviors, including perceived leadership support, procedural justice, and distributive justice, which emulate similar traits in the authentic leadership model. In addition, the proposed model includes perceived follower emotional stability in the mix of variables to see if there is a correlation between emotional stability and any of the other independent variables or dependent variable.

As for the research questions, authentic leadership could be the strategy to help organizations reduce presenteeism by helping followers who feel low in psychological capital regain or increase their commitment to the organization. Could a positively

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supportive leader who focuses on a just and fair organization help followers feel more hope, resiliency, and optimism, thereby increasing their commitment to the organization? And, is one leadership trait more significantly related than the other to followers' organizational commitment? As mentioned in the literature review, psychological capital, or PsyCap, includes hope, resiliency, and optimism. These state-like capacities are trainable and can be changed over time (Steeneveld, 2015), which could be provided by authentic leaders' positive and trusting behaviors. Specifically, this research will be used to answer the research question: is there a significant relationship between followers' perceptions of their leaders' positive support, justice (procedural and distributive), as well as their own emotional stability and followers' commitment to the organization? And, if there is a significant relationship between two or more of the independent variables and the dependent variable, the research will then be used to see if a model can be built to predict organizational commitment.

Research Question 1: Is leaders' positive support significantly related to followers' commitment to the organization?

Hypothesis 1: There is a statistically significant relationship between followers' perceived *leadership support* and followers' *commitment to the organization*.

Research Question 2: Is leaders' procedural justice significantly related to followers' commitment to the organization?

Hypothesis 2: There is a statistically significant relationship between followers' perceived *procedural justice* and followers' *commitment to the organization*.

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Research Question 3: Is leaders' distributive justice significantly related to followers' commitment to the organization?

Hypothesis 3: There is a statistically significant relationship between followers' perceived *distributive justice* and followers' *commitment to the organization*.

Research Question 4: Is followers' emotional stability significantly related to followers' commitment to the organization?

Hypothesis 4: There is a statistically significant relationship between followers' perceived *emotional stability* and followers' *commitment to the organization*.

Research Question 5: Does the combination of two or more independent variables (positive support, procedural justice, distributive justice, and emotional stability) accurately predict the dependent variable, organizational commitment?

Hypothesis 5: There is a statistically significant relationship between the independent variables and the dependent variable.

Research Design

The purpose of the quantitative, ex-post facto study will be to examine whether there is a significant bivariate relationship between each of four independent variables and the dependent variable using the Pearson Product Moment Correlation Coefficient. The four independent variables include followers' perceptions of leadership behavior, including leaders' positive support, procedural justice, and distributive justice; and followers' perception of their own emotional stability. The dependent variable includes followers' commitment to the workplace. If there is a significant relationship between any one of the independent variables with the dependent variable, a further examination will take place

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to see if two or more of the significantly related independent variables can predict the dependent variable in a multivariate analysis using multiple linear regression.

Data from a cross-sectional study will be analyzed. A cross-sectional study can uncover significant relationships between variables and the cross-sectional study is prevalent in social science research (Frankfort-Nachmias & Leon-Guerrero, 2015).

Correlation analysis.

The relationships between the variables, which include leaders' positive support; leaders' procedural justice; leaders' distributive justice; followers' emotional stability; and followers' commitment to the workplace will be examined using Pearson's Correlation Coefficient (r). Using Pearson's Correlational Coefficient allows for the testing of the existence (the p value) and strength of the relationships (given by the coefficient r from -1 to $+1$) of a linear relationship between two variables (Frankfort-Nachmias & Leon-Guerrero, 2015). Values closer to the absolute value of 1 have a stronger relationship (Frankfort-Nachmias & Leon-Guerrero, 2015). The overall model fit and correlational relationships will be determined by evaluating the degree of correlation. A low degree of correlation ranges from $.10$ to $.29$, a moderate degree of correlation ranges from $.30$ to $.49$, and a high degree of correlation ranges from $.50$ to 1.00 (Cohen, 1988).

Multiple linear regression.

If a significant correlation exists between the dependent variable and two or more of the independent variables, the next step will be to find a multiple regression equation that could help predict commitment to the organization for individuals with low PsyCap. This

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step will use the stepwise feature in SPSS to examine each variable one by one to see if two or more of the independent variables combined could predict the dependent variable through multiple linear regression. Multiple regression can be used to predict an outcome from two or more independent variables and is an extension of bivariate regression (Frankfort-Nachmias & Leon-Guerrero, 2015).

However, before a model can be built to predict organizational commitment from employees with low emotional stability, the independent variables need to be tested. If these data suggest that the independent variables have a significantly high correlation between themselves, multiple regression may be difficult to pursue because the high correlations between the independent variables (multicollinearity) may adversely affect the prediction results (Remler & Van Ryzin, 2015).

Assumption testing.

To be able to test the statistic, certain assumptions should be met, prior to testing, if the results are to be trusted (Frankfort-Nachmias & Leon-Guerrero, 2015):

1. Independent random samples should be used. For this extant data, the original researchers chose four different countries in which to survey companies by using a scatter plot of nations based on social axioms of societal cynicism and dynamic externality (Coyne et al., 2013). They chose to use both online and paper surveys with organizations within the same organizational sectors, including the services industry and the manufacturing industry to obtain a random sample of leaders and followers within business organizations.
2. The dependent and independent variables must be an interval-ratio/continuous/scale level of measurement (Norman, 2010).

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3. The variables must be normally distributed, which can be verified by reviewing the skewness of the data in boxplots.
4. The errors must be independent of the predicted values.
5. Linearity and homoscedasticity must be ensured using scatterplots so that the variance around the regression line is the same for all the values of the predictor variables.
6. The independent variables must not be not highly related to each other to avoid multicollinearity, as mentioned previously.

Data Source

This study uses a cross-sectional data set from the UK Data Archive and UK Data Service (Coyne et al., 2013). The data were originally collected for a grant from the Economic and Social Research Council to study follower perceptions of productive and counter-productive workplace actions and to see if these behaviors in the workplace were diametrically opposed. The study collected data from five different companies in four different countries including Turkey, Greece, the UK, and the Netherlands.

This present study is using these data to examine a different set of variables than used previously for the purpose of analyzing leadership behaviors on follower outcomes using a unique leadership model. This current study is not related to the previous study in any way.

Data collection procedures.

These data were acquired from the completed online surveys sent by HR representatives to full-time staff and individuals within five companies in four countries.

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Online surveys were sent to two events management companies: 204 individuals in The Netherlands, and 105 individuals in the UK. In addition, a paper questionnaire was administered to 185 respondents in a food production company in Turkey, where poultry and soy products were produced. Finally, two different Greek organizations were used to obtain 70 completed surveys of respondents in two pharmaceutical companies in Greece. The total sample included ($N = 564$). These data were a cross-sectional (one-time) study.

Before conducting the survey, the original researchers conducted an interpretive phenomenological analysis (IPA) to try and capture the themes that could be transferred into variables for the survey instrument. The researchers used previously published and verified survey instruments to complete the survey. The survey was translated into each of the languages for the respondents in the four countries. The researchers then used a back-translation approach of the surveys to ensure the questions maintained their original intent for the surveys and conveyed the same meaning for all the respondents. The instruments included the variables for the current study: leadership support, procedural justice, distributive justice, organizational commitment, and emotional stability.

The researchers provided assurances to the respondents that their information would be anonymous and confidential. They also identified the surveys with a randomly-generated code, so that the code could not be traced back to the individual, and they asked that the respondents avoid putting their name on any of the information they provided to the researchers.

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Access to data.

The researchers from whom the dataset was obtained have specified that registration is required, and standard conditions of usage apply, which is that the intended use is for non-commercial use. Registration has been administered for the educational use of these data for the current study.

Population and Sample

Out of the 564 respondents, 544 were valid. The sample is shown in Table 8, and the descriptions and frequencies of the sample are shown in Table 9.

Table 8

Sample

Country/Sector	Gender	Mean Age		Average Tenure within the organization		Job Titles
		Years	SD	Years	SD	
105 UK/Events management services sector	44% Female 53% Male	31.9	11.9	3.3	4.1	Management: 6.7% Supervisors: 7.6% Staff: 6.7% Employees (event support): 76%
203 Dutch/Events managements services sector	28% Female 72% Male	33.9	12	4.5	4.4	Management: 1.2% Service personnel: 10.2% Employees (security personnel): 67.2%
185 Turkey/Food manufacturing sector	33% Female 66% Male	29	5.9	2.8	2.6	Senior Managers: 5.9% Middle managers: 7.6% Professionals: 10.3% Office employees: 15.1% Technicians: 3.8% Blue collar employees: 56.2%
70 Greece/Pharmaceutical manufacturing sector	54% Female 46% Male	35.6	8.6	6.3	5.5	Supervisors: 7.1% Senior managers: 11.4% Middle managers: 41.4% Employees: 40%

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Table 9

Descriptions and frequencies of the respondents

Explanatory Variables	Frequency	Percentage
Gender (N = 544)		
Male	346	64%
Female	198	36%
Age (N = 544)		
17 – 25	171	31%
26 – 33	174	32%
34 – 45	131	24%
46 and above	68	13%
Job Level		
Senior Manager	21	4%
Middle Manager	49	9%
Supervisor	54	10%
Employee	418	77%

Instrumentation

The purpose of the quantitative, ex-post facto study was to examine leaders' behaviors and followers' outcomes. Could a leaders' positive support, procedural justice, or distributive justice be significantly related to followers' commitment to the organization? What if the followers had low emotional stability versus normal emotional stability?

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The four independent variables in the study included the individual's perception of his or her leaders' positive support, procedural justice, and distributive justice, and the individual's perception of his or her own emotional stability. The dependent variable included organizational commitment.

Definitions of relevant variables – including reliability and validity

Authentic leadership is comprised of numerous variables, such as positive support and justice, as discussed previously, and how they relate to follower wellbeing and organizational commitment. The instruments used in this present study, as mentioned previously, were designed for an original study that examined employee perceptions of their levels of workplace productive and counter-productive behavior (Coyne et al., 2013). Themes that emerged from the Coyne et al. (2013) study included personality (ranging from emotional stability to extraversion, agreeableness and conscientiousness); distributive justice, procedural justice, organizational commitment, team commitment, personal commitment, directive leadership, and leadership support, among others. This current study, that is not related to the Coyne et al. (2013) study in any way, is using data from the survey to examine a different set of variables in a unique leadership model. This current research study uses five instruments to measure each of these five variables:

- **Positive Support:** Authentic leadership is a positive form of leadership, which creates a positive supportive climate, such as a feeling of “trust and mutual support that prevails in the organization” (Stringer, 2002, p. 248). This positive climate can restore confidence, hope, and optimism in followers by helping them search for meaning and self-awareness (Avolio & Gardner, 2005).

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- The Litwin & Stringer [leadership] scale (1968) will be used to measure **leadership support**, to assess the leadership style that focuses on followers' needs and preferences to improve workplace satisfaction (Wendt et al., 2009). This instrument uses a 7-point Likert scale from strongly disagree to strongly agree.
- **Justice:** Authentic leaders' transparency of their values and morals creates a just and fair environment in the organization, enabling authentic leaders to lead organizations with an ethical perspective (Clapp-Smith et al., 2009). In this current study, justice was represented by two types of justice, procedural justice and distributive justice, to see if followers perceived any difference between the two.
 - **Distributive justice** focuses on the perception of fairness about work outcomes and resources, such as pay and rewards, and providing consequences for unethical behavior (Ali & Saifullah, 2014).
 - **Distributive justice** will be measured by the Distributive Justice Scale developed by Price and Mueller (1986). This instrument uses a 7-point Likert scale from strongly disagree to strongly agree.
 - **Procedural justice** centers around the perceived fairness in how leaders make decisions and establish policies by listening to individuals (Ali & Saifullah, 2014).

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- **Procedural justice** will be measured by the Formal Procedures Scale (Moorman, 1991). This instrument uses a 7-point Likert scale from strongly disagree to strongly agree.

While distributive justice has been found to be a more important predictor of personal outcomes, such as job and pay satisfaction, procedural justice has been found to be a more important predictor of organizational outcomes, such as organizational commitment and followers' perception of their leaders (McFarlin & Sweeney, 1992).

The other two variables that will be studied include followers' mental health, or in this case, emotional stability, and followers' commitment to the organization.

- **Emotional stability** ranges between two extremes, that is, emotionally stable and neurotic (Arora & Rangnekar, 2015). High emotional stability indicates high self-assurance, whereas low emotional stability translates to feelings of constant insecurity and self-consciousness (Goldberg, 1993), as well as experiencing a range of negative emotions, such as stress and anxiety.
 - The International Personality Item Pool (Goldberg et al., 2006) measures five factors of personality, including agreeableness, conscientiousness, **emotional stability**, intellect, and extraversion. This current study focuses on the factor, emotional stability. This instrument uses a 5-point Likert scale from very inaccurate to very accurate.
- **Affective commitment:** Followers with affective commitment remain at the organization because they want to (Allen & Meyer, 1990) through their

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emotional attachment and involvement with the organization. Individuals who feel comfortable in their roles and who feel competent in their jobs express greater affective attachment to the organization (Allen & Meyer, 1990).

Commitment, “when combined with the inner drives of professionalism and sense of mission, will arouse the motivation to ‘go the extra mile’” (Stringer, 2002, p. 199).

- The Ellemers et al., (1998) scale measures **organizational commitment** using a 7-point Likert scale from strongly disagree to strongly agree.

The first part of the survey obtained demographic variables from the respondents on gender, age, time in current organization, time in current job, and job level. The rest of the survey used previously-published instruments to investigate the five constructs outlined above.

Emotional stability construct.

This construct will be measured using the Personality Item Pool (Goldberg et al., 2006). The emotional stability instrument provides eight positively-keyed items and two negatively-keyed items. The reliability of the instrument is $\alpha = .86$ (Goldberg et al., 2006). Some of the questions asked respondents to describe their behaviors using a 5-point Likert-type scale ranging from very inaccurate (1) to very accurate (5). Some of the statements, which were positively-keyed items, included:

“Get stressed out easily.”

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“Worry about things.”

“Have frequent mood swings.”

One of the negatively-keyed items included:

“Seldom feel blue.”

Distributive justice construct.

This construct will be measured using the Distributive Justice Scale (Price & Mueller, 1986). The reliability is reported high with an alpha of .90. The scale also shows discriminant validity in relation to organizational commitment (Moorman, 1991; Price & Mueller, 1986). The survey questions requested respondents' perceptions of fairness in the workplace with respect to the extent to which rewards were related to performance inputs. The distributive justice variable will be measured using a 7-point Likert-type scale ranging from strongly disagree (1) to strongly agree (7). Some of the questions asked respondents whether they felt they were fairly rewarded:

“For the amount of effort you put forth.”

“For the work you have done well.”

Procedural justice construct.

This construct will be measured using the Formal Procedures Scale (Moorman, 1991). The reliability coefficient alpha for the scale is .94 (Moorman, 1991). The survey questions requested respondents' perceptions of fairness in the workplace, which measured the degree to which fair procedures were used in the organization using a 7-point Likert-type scale ranging from strongly disagree (1) to strongly agree (7). The

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respondents were asked to rate their agreement or disagreement to the following statements of what procedures were designed to do:

“Collect accurate information necessary for making decisions.”

“Generate standards so that decisions could be made with consistency.”

“Hear the concerns of all those affected by the decision.”

Positive, leadership support construct.

This construct will be measured using the Litwin and Stringer Scale (1968), which has a reliability coefficient alpha of .87 (Wendt & Van Emmerik, 2009). The survey questions asked the respondents to describe their supervisor/manager’s leadership style using a 7-point Likert-type scale ranging from strongly disagree (1) to strongly agree (7).

Statements described leadership behavior:

“Encourages employees to talk to him/her about personal problems.”

“Frequently demonstrates concern for employees.”

Organizational commitment construct.

The organizational commitment construct will be measured using the Commitment at Work Scale (Ellemers, de Gibling, & Van den Heuvel, 1998). This instrument has a reliability coefficient alpha of .79. This previously-published instrument asked respondents to provide their level of agreement or disagreement with specific organizational commitment statements using a 7-point Likert scale that ranged from strongly disagree (1) to strongly agree (7). The statements included:

“I feel emotionally attached to this organization.”

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“I would be very happy to spend the rest of my career with this organization.”

Data Analysis

Using IBM SPSS Statistics 24, the model will be examined for good model fit by checking for missing data to ensure there is enough data to still conduct the analysis; check for outliers to remove any extreme instances by using the Mahalanobis Distance by selecting cases for a Mahalanobis distance of less than or equal to 20.517 ($df = 5$, $p < .001$). Additionally, the model will be examined for normality by looking at skewness; and for linearity and homoscedasticity, which will ensure that the variance around the regression line is the same for all of the values of the predictor variable, an important assumption for the statistic to be useful.

Pearson correlation coefficient test.

As mentioned previously, the Pearson Correlation Coefficient tests for the existence and strength of relationships between two continuous variables. Before performing the test, data need to be cleaned to ensure accuracy of the results, which includes evaluating the descriptive statistics and frequencies to see if too much data are missing. If too much data are missing for a case, that case will have to be eliminated (Frankfort-Nachmias & Leon-Guerrero, 2015). The next step will be to screen for outliers, which are extreme cases (Frankfort-Nachmias & Leon-Guerrero, 2015) that should be removed before performing any of the statistics. Finally, normality (using histograms to evaluate skewness) and linearity and homoscedasticity (using scatterplots) will be checked.

To conduct the Pearson Correlation test, first a scatterplot will be created in SPSS to see if there is a relationship between each of the independent variables and the dependent

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variable, two at a time. A scatterplot visually shows if a relationship exists between two continuous variables by displaying all of the individual cases on a graph. The expectation with these data is that the variables will be related positively. For example, as leadership support increases, follower commitment will increase. The next step will be to calculate the correlation coefficient to determine whether a bivariate linear relationship exists between any of the two variables. The Pearson Correlation Coefficient output will provide the Pearson Correlation Coefficient, r , ranging from -1 to +1; the p -value, will show the significance. If there are two or more significant correlations between the independent variables and the dependent variables, the next step will be multiple linear regression.

Multiple linear regression.

As previously mentioned, multiple linear regression is an extension of bivariate regression and analyzes the effects of two or more independent variables on the dependent variable (Frankfort-Nachmias & Leon-Guerrero, 2015). To perform a multiple linear regression test, the dependent variable, organizational commitment, will be tested against the independent variables, positive support, procedural justice, distributive justice, and followers' perception of their emotional stability. The goal will be to create a model to predict future values (Frankfort-Nachmias & Leon-Guerrero, 2015). The Model Summary table will provide several measures of information to show how well the model fits these data:

R – Ranges from 0 to 1. This will be the correlation between the dependent measure and the combination of the independent variables. For example, a 1 will be a good fit.

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R^2 – Ranges from 0 to 1. This will be the correlation coefficient squared. This number will show how much of the proportion of variance of the dependent variable can be predicted from the combination of independent variables. For example, if R^2 is .814, the combination of the independent variables could explain about 81% of the variation in the dependent variable, organizational commitment.

The ANOVA table will provide the significance of the relationship between the dependent and combination of independent variables. If the significance level is $< .05$ (or $.01$, if that is the confidence interval set), the null hypothesis will be rejected and it will be noted that there is a linear relationship between these variables. With statistical significance established, the next step will be to review the Coefficients table to determine if any of the predictors are statistically significant, which will determine the prediction equation. First, the t test will be used to see what variables are statistically significant. If any are, those variables will be retained. Second, the B coefficient will list the independent variables and the constant (the intercept where the regression line crossed the y-axis). The intercept will be the value of the dependent variable when the independent variable is 0. The B column will show how a one-unit change in an independent variable can impact the dependent variable.

Finding the best model to predict organizational commitment.

To be able to build a model to predict organizational commitment, there has to be a correlation between the independent variables and the dependent variable. The model will look at a combination of independent variables that provide the best fit for the prediction. Using the stepwise feature in SPSS, a model will be built that provides the best prediction available from the independent variables.

CHAPTER 4: RESULTS

Introduction

The purpose of this quantitative study was to explore leadership behavior and followers' perceptions of organizational commitment. This examination may shed light on ways to increase followers' organizational commitment through leadership behavior. For example, the study looked at leadership support, such as creating a caring environment; and justice, like in developing a trusting and fair climate, for followers. As of the completion of this study, based on the review of the literature, this research is the first known of its kind that examined the relationship between these five variables.

Presenteeism is a growing problem impacting organizations today. This global phenomenon, where individuals produce less work due to health-related problems, is creating a higher financial burden for organizations than absenteeism (Loeppke et al., 2009). Since 1990, this ailment has increased more than 50% (Chisholm et al., 2016). In 2009, researchers found that depression and anxiety were the most predominant causes of health-related production loss (Loeppke et al., 2009). The WHO found that in one decade from 2005 to 2015, depression had increased more than 18% and it projected more than 300 million individuals were living with depression ("World Health Organization," 2017).

A joint study by the Benfield Group and the American College of Occupational and Environmental Medicine established that only 14% of organizations were managing presenteeism (Willingham, 2008), even though dealing with presenteeism could provide organizations a competitive advantage in the marketplace. This current study examined if

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authentic leadership could be the strategy to help organizations reduce presenteeism by assisting followers, low in PsyCap, recoup or increase their commitment to the organization. This study used the proposed authentic leadership framework as shown in Figure 2 to examine if leadership behaviors were related to followers' commitment to the organization. The proposed authentic leadership model was analyzed to see if a positive, supportive environment and a just and fair climate for followers with low PsyCap could lead to affective organizational commitment.

This chapter contains the detailed analysis of correlational and multiple linear regression analysis of the independent variables, leadership support, procedural justice, distributive justice, and emotional stability, along with the dependent variable, organizational commitment. The analysis includes the implementation of the assumption testing and the process used to screen the data for accuracy, missing values, normality, linearity, and homoscedasticity. Descriptive statistics from the sample are provided including frequencies for the four independent variables – positive support, procedural justice, distributive justice, and emotional stability – and the one dependent variable, organizational commitment. Calculations include the Pearson R statistic to determine if there is a significant correlation between each of the four independent variables and the dependent variable. Each research question has a parallel null hypothesis. The statistical analysis enables for the rejection or failure to reject the null hypotheses.

The final element of the examination of the variables includes multivariate analysis using multiple linear regression, if there is a significant relationship between two or more of the independent variables with the dependent variable. A multiple linear regression equation could help predict organizational commitment for individuals showing up to

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work ill, whether stressed, anxious, or depressed, and producing less. Before moving beyond the correlational assumptions, the correlations between the independent variables will need to be analyzed to avoid multicollinearity. If independent variables are highly correlated with each other, those variables will need to be omitted from the prediction model. If independent variables still remain, a prediction model will be built for organizational commitment. This will answer the final research question and analogous null hypothesis. The results of the data analysis are described in this chapter.

Assumptions

If the results are to be trusted, certain assumptions should be met before testing commences (Frankfort-Nachmias & Leon-Guerrero, 2015): independent random samples should be used, the dependent and independent variables must be an interval-ratio/continuous/scale level of measurement (Norman, 2010); the variables must be normally distributed; errors must be independent of the predicted values; and linearity and homoscedasticity must be ensured. The independent variables, including positive support, procedural justice, distributive justice, and emotional stability, as well as the dependent variable, organizational commitment, were examined through various IBM SPSS Version 24 program procedures, which will be defined next.

Sample size and missing data.

Data for the current study were obtained from the completed online and printed surveys sent by HR representatives to individuals within five companies in four countries. Data from 560 respondents were screened for missing values using SPSS, as shown in Table 10. For each variable, none were missing more than 5%, which is an amount that is considered amenable (Tabachnick & Fidell, 2007). The largest amount

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was 17 missing cases from the emotional stability variable, which amounted to a 3% attrition rate.

Table 10

Missing Cases for Emotional Stability, Distributive Justice, Procedural Justice, Organizational Commitment and Leadership Support

		Total Score Emotional Stability	Total Score Distributive Justice	Total Score Procedural Justice	Total Score Organizational Commitment	Total Score Leadership Support
N	Valid	547	557	560	559	556
	Missing, Number	17	7	4	5	8
	Missing, Percent	3%	1%	.7%	.8%	1%

Outliers.

Running the Mahalanobis distance feature using SPSS resulted in identifying multivariate outliers. This step removed any extreme instances by selecting cases for a Mahalanobis Distance of less than or equal to 20.517 ($df=5$, $p<.001$). After removing the extreme cases and the missing cases, the final sample consisted of 529 cases. This sample size fits within the limits of statistical analysis (Tabachnick & Fidell, 2007). Tabachnick and Fidell (2007) concluded that the sample size can be no less than 50 plus the product of 8 times the number of independent variables (4) being tested. In this case, the formula would equal a sample size of no less than 82; the current sample size used in this study was 529 cases, which provided a large enough sample on which to run the analysis.

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Normality of sampling distributions.

To test for normal distribution, the five variables, including leadership support, procedural justice, distributive justice, emotional stability, and organizational commitment, were screened for normality assumptions with SPSS. As shown in Table 11, the skewness for all of the variables resided inside the accepted -1 to +1 range (Frankfort-Nachmias & Leon-Guerrero, 2015). Furthermore, the Normal P-P plot of the Regression Standardized Residual appeared normal (Figure 12). In the Normal P-P plot, the points lay in a reasonably straight diagonal line from the bottom left to the top right. Finally, the scatterplot showed that the residuals were distributed within a rectangular area with most of the scores concentrated in the center, with no more than 3.3 or less than -3.3, which would have indicated outliers (Tabachnick & Fidell, 2007). The residuals also had a straight-line relationship with the predicted dependent variable scores, providing positive linearity results.

Table 11

Normality of Sampling Distributions of Variables

		Total Score Emotional Stability	Total Score Distributive Justice	Total Score Procedural Justice	Total Score Organizational Commitment	Total Score Leadership Support
N	Valid	529	529	529	529	529
	Skewness	-.453	-.012	-.410	-.549	-.337
	Std. Error of Skewness	.106	.106	.106	.106	.106

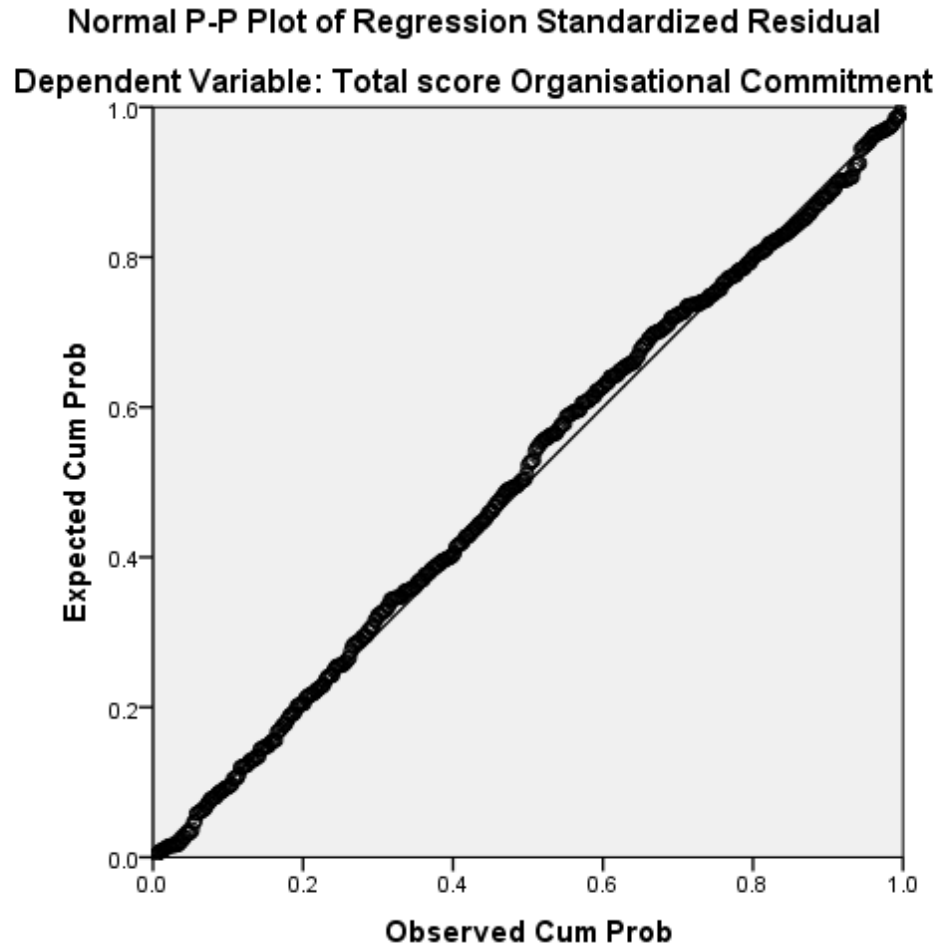


Figure 12: Normal P-P Plot of Regression Standardized Residual

Multicollinearity and singularity.

Multicollinearity, where independent variables are too highly correlated with each other, or singularity, where one independent variable is a combination of another variable, were not found, as shown in Table 12. Using linear regression in SPSS, tolerance values, which ranged from .692 to .982, were considered acceptable because their values were greater than .10 (Tabachnick & Fidell, 2007). The higher the tolerance value, the more useful the predictors were for the analysis; when the value of the tolerance was smaller, a possibility of multicollinearity could exist (Tabachnick & Fidell,

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2007). Furthermore, the Variance Inflation Factor (VIF) values were considered acceptable with values smaller than 10 (Tabachnick & Fidell, 2007). With respect to the data set, multicollinearity and singularity were not an issue.

Table 12

Tolerance and Variance of Inflation Factor (VIF)

Collinearity Statistics		
	Tolerance	VIF
Emotional Stability	.982	1.018
Distributive Justice	.710	1.408
Procedural Justice	.692	1.445
Leadership Support	.793	1.262

Homoscedasticity.

To test for homoscedasticity, the variance of the residuals about the predicted dependent variable scores should be the same for all of the predicted scores (Tabachnick & Fidell, 2007); the variance of each sample distribution is the same (Figure 13). The standardized predicted variables were plotted against the standardized residuals to test for homoscedasticity in SPSS and the scatterplot showed the variance or random disturbance was the same across all of the values of the independent variables.

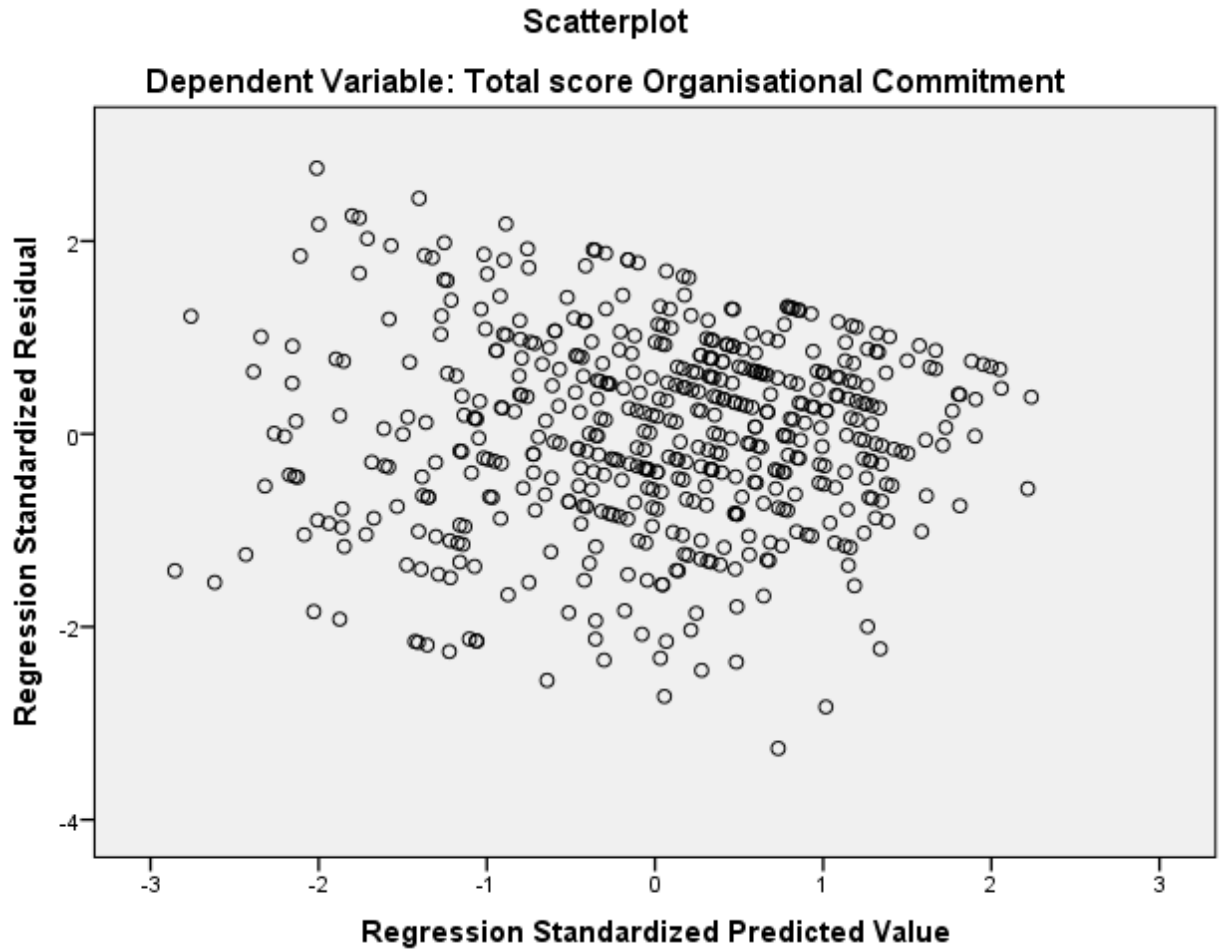


Figure 13: Homoscedasticity

Descriptive statistics for the sample data.

The descriptive statistics for the final sample data included in this study's analysis are shown in Table 13. The Cronbach's alpha reliability coefficients ranged from $\alpha = .79$ to $\alpha = .94$. All coefficients were $> .70$, indicating the scales used in this current study had sufficient internal reliability (Creswell, 2009).

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Table 13

Instrumental Scale Scores

	Total Score Emotional Stability	Total Score Distributive Justice	Total Score Procedural Justice	Total Score Organizational Commitment	Total Score Leadership Support
Mean	33.9378	18.4937	31.1018	19.0215	29.4928
Median	35.0000	19.0000	32.0000	20.0000	31.0000
Mode	37.00	10.00	42.00	22.00	34.00
SD	7.43123	8.40726	9.56245	5.83276	10.11848
Range	40.00	30.00	42.00	24.00	42.00
Minimum	10.00	5.00	7.00	4.00	7.00
Maximum	50.00	35.00	49.00	28.00	49.00
Alpha	.86	.90	.94	.79	.87

Note: $N = 560$

Analysis

After the data were screened, the analysis was conducted on the sample of 529 using SPSS. This section presents statistical analyses to support hypotheses statements and to answer research questions. The analysis was divided into two parts: correlational and multiple linear regression analyses. For the correlational analysis, the bivariate correlation, also known as Pearson's Correlation Coefficient, was used to test the existence and strength of the relationships between two variables (Frankfort-Nachmias & Leon-Guerrero, 2015). The regression analysis was performed after it was determined that a significant correlation existed between the dependent variable and two or more of the independent variables.

Research questions and correlational analysis.

To analyze the relationships between each of the independent variables and the dependent variable, the Pearson Correlation matrix was produced, as shown in Table 14. Scatterplots were also produced, which showed positive relationships between each of the independent variables, including leadership support, procedural justice, distributive

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justice, and emotional stability, with the dependent variable, organizational commitment.

The first four research questions were answered from the correlations provided in Table 14.

Table 14

Pearson Correlation Coefficient Output

	Total Score Emotional Stability	Total Score Leadership Support	Total Score Organizational Commitment	Total Score Procedural Justice	Total Score Distributive Justice
Total Score Emotional Stability	1	.007	.139**	.118**	.089*
Total Score Leadership Support	.007	1	.428**	.402**	.381**
Total Score Organizational Commitment	.139**	.428**	1	.264**	.236**
Total Score Procedural Justice	.118**	.402**	.264**	1	.499**
Total Score Distributive Justice	.089*	.381**	.236**	.499**	1

Note: ** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Research question 1.

RQ1: Is followers' perceived leadership support significantly related to followers' perceived commitment to the organization?

H₀1: There is not a statistically significant relationship between followers' perceived leadership support and followers' perceived commitment to the organization.

The correlation analysis revealed that there was a positive, statistically significant correlation ($r = .43$, $p < .01$) between leadership support and followers' commitment to

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the organization. This result suggested a moderate strength correlation, whereas it was $> .30$ (Cohen, 1988). The null hypothesis of no relationship between leadership support and organizational commitment was rejected.

Research question 2.

RQ2: Is followers' perception of leaders' procedural justice significantly related to followers' perceived commitment to the organization?

H₀2: There is not a statistically significant relationship between followers' perceived procedural justice and followers' perceived commitment to the organization.

The correlation analysis revealed that there was a positive, statistically significant correlation ($r = .26, p < .01$) between procedural justice and followers' commitment to the organization. This result suggested a small strength correlation, where as it was between 0.1 to .30 (Cohen, 1988). The null hypothesis of no relationship between procedural justice and organizational commitment was rejected.

Research question 3.

RQ3: Is followers' perception of leaders' distributive justice significantly related to followers' perceived commitment to the organization?

H₀3: There is not a statistically significant relationship between followers' perceived distributive justice and followers' perceived commitment to the organization.

The correlation analysis revealed that there was a positive, statistically significant correlation ($r = .24, p < .01$) between distributive justice and followers' commitment to the organization. This result suggested a small strength correlation, whereas it was between 0.1 to .30 (Cohen, 1988). The null hypothesis of no relationship between distributive justice and organizational commitment was rejected.

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Research question 4.

RQ4: Is followers' perceived emotional stability significantly related to followers' perceived commitment to the organization?

H₀4: There is not a statistically significant relationship between followers' perceived emotional stability and followers' perceived commitment to the organization.

The correlation analysis revealed that there was a positive, statistically significant correlation ($r = .14$, $p < .01$) between followers' perceived emotional stability and followers' perceived commitment to the organization. This result suggested a small strength correlation, whereas it was between 0.1 to .30 (Cohen, 1988). The null hypothesis of no relationship between followers' perceived emotional stability and organizational commitment was rejected.

Hypothesized Framework.

As shown in Figure 14, the hypothesized model provides a framework for leaders to follow to improve follower commitment in the organization. All four independent variables were found to be significantly associated with organizational commitment.

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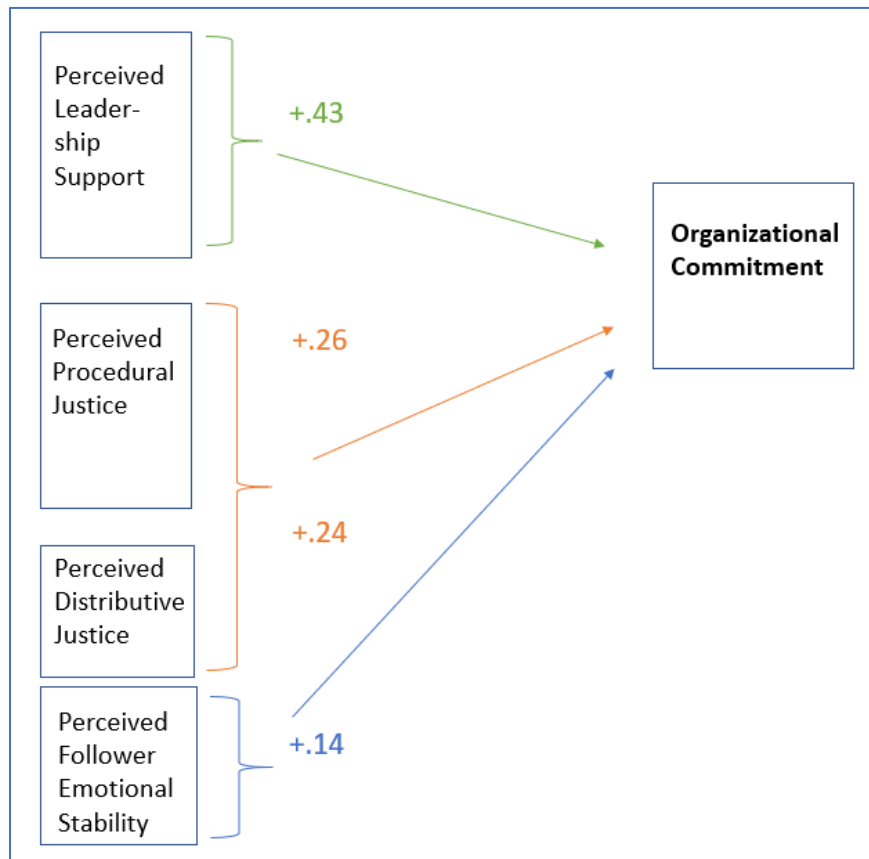


Figure 14. The proposed authentic leadership model provides significant relationships between leadership behaviors, including perceived leadership support, procedural justice, and distributive justice, as well as followers' perceived emotional stability, and perceived organizational commitment.

Multiple Linear Regression Analysis.

Since a bivariate linear relationship existed between more than two of the independent variables and the dependent variable, the next step was to perform multiple linear regression to see if a model could be built to predict organizational commitment. Multiple linear regression allows for another layer of examination, analyzing the

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relationship between these variables and organizational commitment (Frankfort-Nachmias & Leon-Guerrero, 2015).

As mentioned previously, the assumption for multiple linear regression results to be valid was that multicollinearity was not found. As shown in Table 12, multicollinearity did not exist. Another assumption was that homoscedasticity should be present, which it was. With both assumptions met in the sample, the multiple regression results could be interpreted with confidence in their current form.

Research question 5.

RQ5: Does a combination of two or more independent variables (positive support, procedural justice, distributive justice, and emotional stability) accurately predict the dependent variable, organizational commitment?

H₀5: There is no relationship between the independent variables and the dependent variable.

The initial multiple linear regression results provided a statistically significant model summary as shown in Table 15. The results showed that the strength of the multiple correlation coefficient (R) was .46, which was $>.30$, a moderate strength correlation (Cohen, 1988). The Coefficient of Determination (R^2) was .21, which was within the acceptable range of 0 to 1 as mentioned previously. This coefficient quantified the extent to which the straight line equation fit the data (Frankfort-Nachmias & Leon-Guerrero, 2015). This meant that some or all of the independent variables could significantly predict organizational commitment. The regression analysis showed that 21% change in organizational commitment could be interpreted by the four independent variables. The

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ANOVA table in the SPSS analysis provided the significance level ($p < .001$), also shown in Table 15. The null hypothesis of no relationship between the independent variables and the dependent variable was rejected. However, the results did not stipulate which variables were the predictors of organizational commitment nor did the results provide the amount of their individual predicted variance. In other words, the model only provided the collective influence of the independent variables.

Table 15

Initial Model Summary

R	R Square	F	Sig*
.46	.21	34.82	.000

Note: Significance level was obtained from the ANOVA table

To build a model to predict organizational commitment, the significance of the Beta coefficient values were checked, as shown in Table 16. By analyzing the coefficients, the results of the t test showed that, apart from distributive justice ($p > .05$) and procedural justice ($p > .05$), the other two variables, emotional stability ($p < .05$) and leadership support ($p < .001$), had a significant influence on organizational commitment.

Table 16

Standardized Coefficients and Significance

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta	t		Lower Bound	Upper Bound
(Constant)	7.197	1.319		5.455	.000	4.605	9.789
Total Score	.099	.031	.124	3.169	.002	.038	.160
Emotional Stability							

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Total Score	.029	.032	.042	.907	.365	-.034	.092
Distributive Justice							
Total Score	.046	.028	.075	1.607	.109	-.010	.102
Procedural Justice							
Total Score	.221	.025	.381	8.738	.000	.171	.271
Leadership Support							

Using the stepwise feature in SPSS, a model was built that provided the best prediction available from the independent variables, by conducting multiple regression a number of times while simultaneously removing variables that were not important (not significant). The model showed that leadership support was the largest predictor of organizational commitment ($R^2 = .18$); however, when emotional stability was added, the prediction was improved to ($R^2 = .20$), as shown in Table 17. This model summary explained the overall correlation between the independent variables left in the models and the dependent variable.

Table 17

Model Summary with Leadership Support and Emotional Stability

Model	R	R Square	F	Sig
1	.428	.183	118.18	.000
2	.449	.202	66.48	.000

Note: 1. Predictors: (Constant), Total score leadership support

2. Predictors: (Constant), Total score leadership support, Total score emotional stability

As shown in Table 18, the best predictor of organizational commitment was leadership support ($\beta = .43$, $p < .001$) followed by emotional stability ($\beta = .14$, $p < .01$).

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This coefficients table produced by the SPSS analysis provided the information required to develop the final prediction equation.

Table 18

Coefficients and Significance

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	8.047	1.265		6.361	.000
Total Score Leadership Support	.248	.023	.427	10.963	.000
Total Score Emotional Stability	.109	.031	.136	3.501	.001

Results for the predictive model.

The final results from the analysis provided the following prediction equation:

$$\text{Organizational Commitment} = 8.047 + .248(\text{Leadership Support}) + .109(\text{Emotional Stability})$$

Using this prediction equation, the beta coefficients from the coefficients table indicate the number of standard deviations that scores in the dependent variable would change, if there were a one-standard deviation unit change in the predictor, organizational commitment. For example, a one-unit change in leadership support would be associated with an increase in organizational commitment of 25%. Similarly, a one-unit change in emotional stability would be associated with an increase in organizational commitment of 11%. Using the prediction equation, by increasing leadership support or follower emotional stability, leaders can improve organizational commitment in individuals, providing an organizational competitive advantage in the marketplace, satisfying a

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financial reason to improve presenteeism, while simultaneously improving quality of work life for individuals in the organization, gratifying a moral reason to improve presenteeism.

Summary

This chapter provided the analysis of 529 datasets of individuals who completed surveys and who worked in businesses. The analysis included correlations between the four independent variables, leadership support, procedural justice, distributive justice, and emotional stability, and organizational commitment, the dependent variable. Of the five research questions, all of the null hypotheses were rejected. There was a statistically significant relationship between the independent variables and the dependent variable. Correlational analyses, as well as multiple linear regression analysis, were conducted. The multiple linear regression analysis determined the collective influence of the independent variables on organizational commitment. A model was created and two of the four variables investigated were found to be significant predictors of organizational commitment. In Chapter 5, a summary of the key findings from the study will be discussed. This next chapter will also examine how the results compare to the literature review findings. Finally, a discussion on the implications of the research results will be provided, followed by limitations and opportunities for future research.

CHAPTER 5: DISCUSSION

Introduction

The focus of this study was to see what relationship, if any, followers' perceptions of leadership behavior and their own emotional stability had on organizational commitment for individuals in the workplace. The results suggested that authentic leaders can improve followers' organizational commitment by providing positive support, procedural justice, and distributive justice, to improve organizational commitment of a special niche of individuals – those with low PsyCap.

This chapter provides a summary of the major results from the study, while also exploring how the findings compare and contrast to the literature review findings. In addition, the implications of the research are discussed, followed by limitations, and, finally, prospects for research in the future.

Key Findings

Each of the independent variables studied, including leadership support, procedural justice, distributive justice, and emotional stability, were significantly and positively related to organizational commitment; the dependent variable, organizational commitment, increased when any one of the independent variables increased. Noteworthy to this study was the relationship between emotional stability and organizational commitment. Although the relationship was considered a small correlational strength (Cohen, 1988), the association was significant. This means the proposed authentic leadership framework in Figure 14 provides an organizational model for leaders to follow to improve followers' commitment, especially those individuals with low emotional

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stability, that is, showing up to work ill, whether anxious, depressed, or stressed, and producing less.

In terms of the strength of the relationships between the four independent variables and the dependent variable, organizational commitment, leadership support ($r = .43, p < .01$) presented the strongest correlation, considered a medium-strength correlation (Cohen, 1988), with organizational commitment, as previously shown in Table 14. Procedural justice showed the next strongest relationship ($r = .26, p < .01$), then distributive justice ($r = .24, p < .01$), and finally, emotional stability ($r = .14, p < .01$) provided a small, yet statistically significant positive relationship.

In addition, a prediction model was analyzed and developed through multiple linear regression statistical analysis for leaders to implement and increase organizational commitment in individuals in organizations. The analysis showed that two of the four independent variables were significant predictors of followers' organizational commitment. In the final predictive model, 25% of the variance in organizational commitment was explained by leadership support ($\beta = .43, p < .001$) and 11% of the variance in organizational commitment was explained by followers' emotional stability ($\beta = .14, p < .01$). Procedural and distributive justice were not found to be significant predictors of organizational commitment, even though they were found to be significantly related to organizational commitment in the previous correlational analysis using the Pearson Correlation coefficient.

Results

Multiple conclusions were formulated from the data analysis, each related to a specific research question. The results of the Pearson Correlation analysis, to answer the

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first four research questions, as well as the multiple linear regression analysis that answered the fifth research question, provided beneficial information for organizational leaders and administrators. The following conclusions compared and contrasted the literature with each of the research questions.

Result 1: Followers' perceptions of leaders' support is significantly, positively related to organizational commitment.

The results of this study noted that leaders who provide positive support to followers could positively impact followers' organizational commitment. In addition, leaders' positive support had the strongest correlation with organizational commitment than the other variables, even though all variables were significantly, positively related to organizational commitment.

Analysis 1.

This positive, significant correlation confirmed the literature review in how authentic leaders, who created a positive environment through the leaders' PsyCap, could developmentally improve followers' hope, resiliency, self-efficacy, and optimism (Avolio & Gardner, 2005) by accentuating followers' strengths while improving their weaknesses (Lloyd & Atella, 2000). Furthermore, the correlation strength of leaders' positive support was the strongest of all independent variables, which also verified how psychological capital and positive psychology, espoused by authentic leaders and positive psychologists, should be raised to the level of importance of economic capital, social capital, and intellectual capital (Luthans et al., 2004) in the workplace. Moreover, the analysis answered the recommendation by Laing and Jones (2016) to research the

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association between a positive supportive workplace environment and work productivity. Increasing followers' PsyCap improves their resiliency and drive to work harder.

Finally, the analysis confirmed that authentic leaders' self-awareness was an important leadership behavior to practice for followers low in PsyCap. While leaders continually strived to understand themselves for improvement, they also created positive modeling for followers to emulate (Gardner et al., 2005), which improved the organizational climate and fostered positive follower self-development (Avolio & Luthans, 2006).

Result 2: Followers' perceptions of leaders' procedural justice is significantly, positively related to organizational commitment.

A result of this study demonstrated that procedural justice was also positively, significantly correlated to organizational commitment. In addition, procedural justice's correlation with commitment was stronger than distributive justice's correlation.

Analysis 2.

The analysis of procedural justice with organizational commitment confirmed several researchers' findings (e.g., Hassan & Ahmed, 2011; Kiersch & Byrne, 2015; Kliuchnikov, 2011; Leroy et al., 2012) that procedural justice was related to organizational commitment. George (2003) emphasized that when leaders fostered trust with followers, that *sense of connection* further developed commitment, which the current results of this study verified. Furthermore, ensuring procedural justice is fair in the eyes of the followers increased commitment (Kiersch & Byrne, 2015), because individuals perceive fairness in decision-making as a signal that their organization “values them, respects them, and views them as having a high status within the

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organization or group” (pg. 299). This increased commitment improves the performance of the organization (Clapp-Smith et al., 2009) because authentic leaders’ transparent modeling of moral and ethical values (Gardner et al., 2005) provides a consistent example for individuals to learn from and develop their own trust over time (Neubert et al., 2009).

In addition, procedural justice’s stronger correlation than distributive justice with organizational commitment confirmed the findings of researchers who believed different justice constructs contributed incremental differences in fairness perceptions to followers (Colquitt et al., 2001; Jafari & Bidarian, 2012; Kiersch & Byrne, 2015; Lambert et al., 2005). Furthermore, this study corroborated that procedural justice was more important to followers regarding organizational outcomes, such as organizational commitment, versus personal outcomes, such as job and pay satisfaction (McFarlin & Sweeney, 1992), which are attributed more to distributive justice. For example, procedural justice centers around the perceived fairness by followers in how leaders manage processes, establish policies, and make decisions that lead to outcomes (Ali & Saifullah, 2014). As mentioned previously, authentic leaders’ self-regulation, which includes balanced processing, analyzing information to produce consistent and fair decisions of information, and relational transparency, displaying behavior consistent with leaders’ main beliefs and values (Gardner et al., 2005), creates an ethical and trusting environment (Ilies et al., 2005). Creating a fair climate is especially important for individuals with low PsyCap because emotional instability indicates feelings of self-consciousness and insecurity (Goldberg, 1993). Moreover, if followers do not trust or feel secure with their leaders, followers’ insecurity will not improve. This finding supports the study conducted by De

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Cremer, D. van Knippenberg, B. van Knippenberg, Mullenders, and Stringhamber (2005), where they found that procedural fairness positively influenced followers' self-esteem. Finally, this study answered the call from the researchers, Lambert et al. (2005), who recommended further research be conducted on procedural and distributive justice's impact on followers' psychological emotional withdrawal from the job, also known as presenteeism.

Result 3: Followers' perceptions of leaders' distributive justice is significantly, positively related to organizational commitment.

The results of this study found that distributive justice was significantly, positively related to organizational commitment. The results also revealed that distributive justice had a weaker correlation to commitment than procedural justice.

Analysis 3.

The analyses of distributive justice with organizational commitment confirmed multiple researchers' results that distributive justice was positively associated with organizational commitment (Rhoades et al., 2001; Cole et al., 2010; Jafari & Bidarian, 2012). The analyses also corroborated that distributive justice was less important to followers than procedural justice. Several researchers highlighted reasons for the disparity. Zainalipour, Fini, and Mirkamali (2010) delineated between distributive and procedural justice in that distributive justice considered the fairness of the decision of an outcome, while procedural justice looked at the fairness of the process to reach the outcome. Lambert et al. (2005) posited the reason for the difference between the two justice constructs was probably because distributive justice impacted end results while procedural justice focused on the process of how the end results were attained. Lambert

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et al. (2005) further believed that distributive justice could be controlled by the follower, whereas procedural justice was controlled by the leaders, which made followers more concerned about issues they could not control, such as analysis by leaders of information. Finally, Rousseau, Salek, Aube, and Morin (2009) believed that followers' perceptions of a lack of distributive justice impacted individuals' own self-worth, which created a stressful experience, while a lack of procedural justice impacted individuals' perceptions of the organization, which created a stressful situation. Individuals might be able to control a stressful experience, which occurs once, while they might not be able to control stressful situations, which continue over a length of time.

Result 4: Followers' perceptions of their own emotional stability is significantly, positively related to organizational commitment.

The results of this study revealed that emotional stability was significantly, positively related to organizational commitment. However, the strength of the correlation was the weakest of all of the variables tested with organizational commitment.

Analysis 4.

The analyses confirmed similar conclusions reached by other scholars, that is, that as emotional stability increases, organizational commitment should increase (Rhoades, et al., 2001; Taylor, 2008). As commitment increases, followers should feel more motivated and happier at work (Ozkan & Ceylan, 2012). When motivation improves, productivity should improve (Clapp-Smith et al., 2009).

Although the correlational strength of emotional stability to organizational commitment was a weak correlation (Cohen, 1988), it was significant. In addition, the resultant multiple linear regression analysis found that the combination of emotional

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stability and positive leadership support predicted organizational commitment. These incremental significant results obtained from the Pearson Correlation test and then the multiple linear regression analysis highlight how perceived stress, anxiety, and depression can impact quality of worklife for individuals in the workplace. This is increasingly being exhibited in research (e.g., Mosadeghrad, 2013; Rahimnia & Sharifirad, 2015; Rodrigues et al., 2017; Shen et al., 2014; Yadav & Dixit, 2017), and recently-implemented policies, such as the “R U OK” campaign in Australia encouraging employers to check in on the welfare of their employees (“Supportive Leadership,” 2016).

Furthermore, with emotional stability related to organizational commitment, and found to be one of the predictors of organizational commitment, the results confirmed multiple studies conducted by Luthans, Avolio and Avey, published from 2009 to 2011. Their combined studies brought the importance of the POB movement and the worth of PsyCap to the leadership domain, highlighting the value of decreasing stress in the workplace. Finally, this answers the recommendation by Nelson et al. (2014) to further research additional variables, such as PsyCap on follower outcomes.

Result 5: A combination of positive support and emotional stability accurately and significantly predict organizational commitment.

The results of this study uncovered how positive support was more impactful than justice in the eyes of followers in predicting organizational commitment for followers with low PsyCap. In addition, the results showed that procedural justice and distributive justice were less important to emotionally unstable followers than positive support.

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Analysis 5.

This study's analyses empirically brought to the forefront the finding that positive support was more important than trust in the eyes of followers in predicting organizational commitment for followers with low PsyCap, that is, showing up to work ill due to anxiety or stress and producing less. This is a new finding, not found in the literature review. Although Wong and Cummings (2009) found that justice affected performance positively and supportiveness reduced burnout, they did not study the association to organizational commitment.

While the study provided evidence that leadership positive support could increase organizational commitment for emotionally unstable followers, the study also provided evidence that procedural justice or distributive justice were not as important predictors of organizational commitment. Similarly, while the correlational analysis showed that leadership support, procedural justice, and distributive justice were related to organizational commitment in a positive and significant way, the multiple linear regression test, that developed the predictive model, provided additional insight that highlighted how trust may be less important to emotionally unstable (stressed, anxious, or depressed) individuals versus positive support, since procedural and distributive justice were not found to be predictors of organizational commitment. This finding contrasts with the results by Lambert et al. (2005), who empirically found that distributive justice and procedural justice were significant predictors of job satisfaction and organizational commitment. However, the reason for the difference in findings could be that the researchers did not focus on individuals low in PsyCap, further providing evidence that

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authentic leadership's positive support was more important to individuals low in PsyCap than authentic leadership's justice (Lambert et al., 2005).

At first glance, this current study's results seems to be obvious, due to the overwhelming consensus in the literature that positive support increased follower outcomes, such as wellbeing, commitment, and performance (e.g., Avey, Avolio, & Luthans, 2011; Avey, Luthans, & Jensen, 2009; Hashim et al., 2017; Kouzes & Posner, 2006; Mosadeghrad, 2013; Rhoades et al., 2001; Rodrigues et al., 2017; Shen et al., 2014; "Supportive Leadership," 2016; Taylor, 2008). However, the literature review appeared to also suggest that procedural justice and distributive justice were important antecedents to reducing follower outcomes, such as stress (Rousseau et al., 2009) or emotional exhaustion (Cole et al., 2010), especially when it involved survivors of layoffs or downsizing, who had more stress, and psychological and physical health issues (Clay-Warner et al., 2005; Grubb, 2006). However, Rousseau et al. (2009) found that although distributive justice and procedural justice were significantly, negatively correlated with psychological distress, when a high level of support was included, individuals' stress was reduced, which confirms that authentic leaders' support is a key element for emotionally unstable individuals.

Implications and Recommendations

The results of this study have strong organizational administrative implications considering the growing rates of presenteeism around the world. If organizational leaders want to improve individual organizational commitment, they need to be aware of the importance of leadership behavior on a special niche of individuals who show up to work ill, whether anxious, stressed, or depressed, and produce less. Authentic leaders could

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improve Quality of Worklife (QWL) by focusing on genuine and positive relationships with their followers (Wong et al., 2010).

Authentic leadership.

This study's results provided empirical evidence that authentic leaders' self-awareness and self-regulation were positively and significantly related to followers' organizational commitment. This study's results empirically confirmed that authentic leaders created a positive supportive environment (e.g., Mosadeghrad, 2013; Rhoades et al., 2001) and a just and fair environment (e.g., Hassan & Ahmed, 2011; Kiersch & Byrne, 2015), which affected commitment in a beneficial way. The authentic leadership framework provides a developmental and learning process (Gardner et al., 2005; Medina, 2011) to engage the minds and hearts of individuals to help followers find purpose in their work (Ashman & Gibson, 2010; De Pree, 2004; Gardner et al., 2005; George, 2003). This suggests that authenticity, which is at the root of existentialism – finding meaning and purpose in life – is an important element for emotionally unstable individuals and has implications for organizational leaders, which will be discussed later. In addition, the results also confirmed practitioners' recommendations to focus on helping individuals low in PsyCap improve their commitment through finding purpose in their work or ensuring their values coincided with the values and morals of the company in which they worked (George, 2003; George & Sims, 2007). More importantly, this current study empirically showed that positive support was more impactful than trust or justice on individuals with low PsyCap. This knowledge helps authentic leaders prioritize which behaviors to use, for example, such as positive support over trust for their followers, if they know that one or more of their followers is low in PsyCap.

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In addition, practitioners and scholars alike believe it is important to ensure followers' values and goals are aligned with the organizational values and goals to ensure individuals' existential identity remains intact (Ashman & Gibson, 2010). As mentioned previously, authentic leaders' self-awareness helps followers develop their values, identity, motives, and goals (Gardner et al., 2005). Developing identity is a key attribute that authentic leaders focus on with followers. When individuals have no meaning or purpose, they may actually suffer from anxiety and anguish due to their detachment from their leader (Lawler, 2005), or due to ontological insecurity, which are inequities in existential choices, such as followers insecure about their purpose in their working life (Ashman & Gibson, 2010). Followers cannot be seen as *homogeneous* because relationships, like individuals, are unique and not a piece of equipment (Ashman & Lawler, 2008).

Helping individuals low in PsyCap find purpose and meaning in their work is one way for authentic leaders' positive support to help improve organizational commitment. Scholars and practitioners recommend several ways to help followers find meaning, including:

- Creating “genuine dialogue” through existential communication and leadership (Ashman & Lawler, 2008), where the “leader/follower relationship” are similar to the “healer/patient relationship” in counseling (pg. 262). The scholars posited that charismatic and transformational leaders would have a difficult time with establishing psychological closeness with followers because the leaders would be too concerned with maintaining their flawless image (Ashman & Lawler, 2008). In addition, the scholars added that

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authentic leaders' transparency builds acceptance and trust from followers because nothing is hidden. Finally, George (2003) posited that "being in touch with the depths of your inner being and being true to yourself" (pg. 40) is what helps leaders become authentic and builds trust and commitment with followers.

- Understanding that physical and mental suffering provide not only pain, but possibilities (Easton & Krippner, 1964; Frankl, 1946). Authentic leaders have the opportunity to transform followers' limitations into potentials by nurturing their talent to fulfill their personal growth (Lloyd & Atella, 2000). Kouzes and Posner (2006) suggested that leaders should embrace that suffering as a sign of *passion* and an ability to show *compassion* to followers.
- Realizing that leaders and followers are engrossed in a unique relationship that is constantly changing in the present *here and now* (Medina, 2011).
Because leadership is a constantly changing force, leaders need to take time to reflect on their experiences, to learn and evolve by developing and becoming (Medina, 2011).

Authentic leaders' positive support.

In addition, the analysis confirms the results of the study conducted by Wang et al. (2014) that authentic leadership impacts followers with low PsyCap in a beneficial way. The combination of authentic leaders' positive support and focus on highlighting followers' strengths while developing their weaknesses creates a counter-balance that offsets followers' low PsyCap. This focus on highlighting strengths while developing weaknesses can give organizations a competitive advantage in the workplace (Lloyd &

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Atella, 2000). Several scholars and practitioners have recommended positive ways to develop weaknesses, including:

- Reframing: where the leader examines a circumstance from various angles. “The frames are powerful because of their ability to spur imagination and generate new insights and options” (Bolman & Deal, 2014, pg. 141). Reframing a negative into a positive can help followers see alternative options and scenarios; reframing can also provide a learning moment to followers – failures can be optimal learning experiences (George, 2007).
- Communication: Openly talking with followers about changes in their performance without the fear of repercussions (Diepering, 2017). In addition, helping all team members be observant of any changes in behavior, such as depression, anxiety, or stress, to create a network of support (Diepering, 2017).
- Awareness: Promoting the disclosure of chronic conditions, promoting awareness of employee assistance services, and educating individuals on depression and burnout and how they affect cognitive functions (Diepering, 2017).

In addition, another finding was that authentic leaders’ procedural justice and distributive justice were not predictors of organizational commitment for individuals with low PsyCap, while positive support was a predictor. This highlighted the importance of positive organizational behaviorists’ suggestions of focusing more on raising PsyCap – hope, resiliency, self-efficacy, and optimism – for individuals to increase their organizational commitment (Avolio & Gardner, 2005). By improving followers’

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emotional attachment and involvement with the organization, they feel competent in their jobs (Allen & Meyer, 1990). Since these traits can be measured and positively changed over time (Gilbreath & Benson, 2004; Luthans et al., 2004; Luthans & Avolio, 2009), focusing on positive support gives companies a competitive advantage by both financially, improving employee productivity and organizational performance, and decreasing employee turnover (Luthans et al., 2004), and morally, by not “driving employees towards insanity” (Ashman & Gibson, 2010, pg. 127).

Authentic leaders’ justice.

In analyzing the difference between the constructs of organizational justice, procedural justice had a slightly stronger association with organizational commitment than distributive justice. The difference in strength implied that organizational leaders should implement procedural justice processes before distributive justice actions, since followers saw more importance in procedural justice. In addition, this finding implies that leaders should seek buy-in from individuals in procedural processes, since followers placed more emphasis on procedural justice, which focused on processes in the organization, versus distributive justice, which focused more on rewards and pay.

Similarly, organizational leaders should recognize that followers perceive job fairness and trust differently; leaders should focus more on procedural justice first, since it was more strongly related to organizational commitment. For example, followers see distribution of awards, pay, and punishment (distributive justice) as less important than organizational outcomes, such as in how standard operating procedures, like policies and decisions (procedural justice), are made in the workplace (Ali & Saifullah, 2014). This

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finding implies that leaders should seek buy-in from followers before establishing policies and processes to ensure followers perceive them as fair. Establishing the policies without buy-in could be perceived by followers as unfair. Finally, Lambert and Hogan (2011) found that emphasizing the benefits of the organization's justice, both procedural and distributive justice, was important to highlight to followers because an organization that was perceived as unfair, or lacking integrity, could reduce followers' commitment and life satisfaction.

Followers' perceptions of their own emotional stability.

The results that emotional stability was significantly, positively related to organizational commitment in the correlational analysis, and that positive leadership support and emotional stability could significantly predict organizational commitment in the multiple linear regression analysis, provided important implications for organizational administrators. They should capture and keep track of followers' perceptions in the organization, especially if their followers' PsyCap is low. If leaders want to improve organizational commitment and retain employees, this knowledge could provide financial and moral implications. Whether it is just by a leader asking an individual if they are alright, or creating an authentic psychological climate, such as espoused by the researchers Ozkan and Ceylan (2012), this study's results confirmed the finding that organizational leaders should elevate the focus of their policy and practice on QWL for employees, especially those individuals who are low in PsyCap. As found by Lyubomirsky et al. (2005), employees who are happy are 31% more productive and creative than their co-workers. In addition, this support by authentic leaders creates a

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caring environment and a sense of calm for individuals by releasing the anti-stress hormone, oxytocin, which improves mental health (Taylor, 2008).

Furthermore, if leaders know their followers are low in PsyCap, this finding could ensure they practice the authentic leadership style versus the transformational style. George (2003) suggested that motivating followers with a sense of purpose was the only way to “deliver innovative products, superior services and unsurpassed quality over the long haul” (pg. 66). On the other hand, transformational leaders encouraged individuals to work harder for the company even though the extra work could be detrimental to their health and happiness (Nielsen & Daniel, 2016), and could impact organizational performance and citizenship behaviors negatively (Banks et al., 2016).

Finally, the finding that leaders’ positive support can have a positive impact on presenteeism in the workplace should provide incentives to organizational leaders to enact specific leadership styles for positive results, especially authentic leadership. Almost two decades ago, Stringer (2002) suggested that leadership was going to *get harder* as it got *softer*. Stringer (2002) posited that the best leaders would need to focus on managing climate to improve organizational performance. In fact, he alluded to motivational capital becoming more important than intellectual capital, which was the employees’ knowledge, skills, and capabilities in the organization. He further believed that leadership of the future would be more *psychologically demanding* because leaders would need to be more positively supportive, even if they were not receiving positive support from their own leaders.

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Limitations

One limitation to this study is that these data were secondary data and were collected for a study that was published in 2013. With workplace stress, depression, and anxiety in followers increasing since 2009 (Chisholm et al., 2016) instead of decreasing, these data provide a conservative snapshot of a point in time when presenteeism was not as prevalent in the workplace as it is today. In addition, the advantages to data sharing is that researchers can reanalyze raw data to confirm research results or use data for fresh research (Winerman, 2004). In fact, Winerman (2004) stated that psychologists are increasingly mining original data for new insights and that this practice is increasing as a trend with the proliferation of new repositories of original data in developmental psychology. Advantages to studying these data are that data can become the base study for future research using the same process and instruments to see if a change has occurred in organizations with reference to emotional stability and organizational commitment during the past 10 years that has seen an exponential increase in presenteeism. Or, this current study could be the pilot study, and the next research paper could examine whether additional variables and outcomes could impact commitment. For example, additional variables exist in these data already and they may provide insight into potential data that can be collected in the future, such as comparing genders, or comparing European countries with U.S. countries, or analyzing additional variables, such as if perception of organizational support, agreeableness, or more could impact organizational commitment.

Additionally, these data were secondary data, which means that these data were collected by other researchers. However, in this case, these data provided the variables that were required to examine the research questions and provided a large sample size. In

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some cases, researchers who use secondary data need to create a composite variable from secondary data, which can affect the results. In this case, all the necessary variables were present.

Moreover, the surveys used to collect these data were self-reported, which could affect the dependability of the answers, for example, with reference to individuals' reporting of their perceptions. However, the researchers assured the respondents that their information would be kept anonymous and confidential, so this should have assuaged the respondents to answer the questions more truthfully.

Finally, the surveys had to be translated into the four different languages in which the surveys were dispersed. The researchers used translators from each country to translate the surveys and then the researchers back-translated the surveys to ensure the meanings were still conveyed correctly to the respondents. However, some of the translations may have been misinterpreted by the respondents.

Future Research

Because procedural justice was more strongly related to organizational commitment than distributive justice, further research could look into why followers care more about things they can control versus what they cannot control based on the findings by Lambert et al. (2005). The researchers posited that lack of control of leaders' decision-making could be a reason why procedural justice was more important to individuals than distributive justice.

Furthermore, the literature showed how an authentic leaders' positive support shielded followers with low PsyCap (Shen et al., 2014). With followers' emotional

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stability and positive support predictors of organizational commitment, future research could evaluate whether other factors of employees impacted organizational commitment, such as gender, time in job, job title, geography, or type of organization, such as non-profit vs. government vs. business.

Moreover, while the current study analyzed procedural and distributive justice and found unique levels of relationships between the two and organizational commitment, further research could also include the other two organizational constructs – interpersonal justice and informational justice. Future research could see if different justice dimensions exist between all four justice constructs and organizational commitment.

In addition, while the current study analyzed authentic leaders' behaviors on organizational commitment, another area of research could focus on other levels of commitment to see if there are similar or different results. Other levels of commitment include team commitment or individual commitment.

Similarly, while the current study analyzed affective organizational commitment, another area of research could focus on other degrees of organizational commitment, such as continuance commitment or normative commitment (Kliuchnikov, 2011). Whereas affective commitment refers to the emotional bond that an individual has with an organization (Ashman & Winstanley, 2006), normative commitment refers to the moral obligation to stay with an organization (Meyer & Allen, 1991), while continuance commitment is associated with the perceived costs of leaving an organization, such as losing a pension or seniority (Meyer & Allen, 1991). Kliuchnikov (2011) found that authentic leadership was positively significantly correlated with affective commitment the most ($r = .51, p < .01$), and then normative commitment ($r = .40, p < .01$). However,

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authentic leadership was not found to be significantly correlated with continuance commitment. Future research could analyze these implications with reference to individuals with low PsyCap.

Also, while the current study analyzed followers' perceptions of their emotional stability using the International Personality Item Pool scale (Goldberg et al., 2006), another area of research could be to examine the other personality factors included in the personality scale. These other personality factors in the International Personality Item Pool scale include agreeableness, intellect, conscientiousness, and extraversion.

Finally, now that empirical evidence has shown that followers' emotional stability significantly correlates with organizational commitment, further research could examine different levels of psychological states. For instance, the research could measure the point where an individual's emotional stability negatively impacts productivity the most.

Summary

The purpose of this study was to measure the extent to which authentic leadership's behaviors of self-awareness, which creates an environment of positive support, and self-regulation, which creates a climate of trust and fairness, correlate with organizational commitment for individuals low in PsyCap. Using the variables of positive support for self-awareness and procedural and distributive justice for trust and fairness, this study also examined whether a predictive model could be developed from two or more variables to envisage organizational commitment.

All four independent variables, including leadership support, procedural justice, distributive justice, and followers' emotional justice, were found to be significantly

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positively correlated with organizational commitment. Leaders' positive support provided the strongest correlation between the four independent variables and the dependent variable, organizational commitment. This showed that authentic leaders' self-awareness and self-regulation were effective leadership behaviors to use on individuals who showed up to work sick, whether anxious, depressed, or stressed, and produced less, to improve their organizational commitment. Additionally, it was found that emotional stability and positive leadership support significantly predicted organizational commitment, while procedural justice and distributive justice did not. This highlighted how authentic leaders' positive support is more important than justice for improving organizational commitment in individuals low in PsyCap.

The results from this study have increased leadership knowledge in regards to the relationship between authentic leaders' behaviors to organizational commitment for individuals with low emotional stability. The findings help identify leadership strategies to increase QWL and followers' PsyCap in the organization. As leaders incorporate authentic leadership development into their organizations, they will see improved motivation and productivity by focusing more on positive support than justice for individuals with low PsyCap. This improvement will enable organizations to gain a competitive edge in the workplace, while providing a moral solution to a current problem facing organizations today around the world.

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