A Research on the Consequences of Authentic Leadership*

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Abstract

The present study examines the relationship between employees' authentic leadership perceptions and three relevant authentic leadership consequences -- organizational trust, organizational commitment and organizational cynicism. With 371 employees in a Turkish firm, correlation analysis results show that authentic leadership perceptions of employees are positively related to organizational trust and organizational commitment, but are negatively related to organizational cynicism. Moreover, controlling for demographics such as the total monthly income and the total working period of employees, the study's hierarchical regression analysis results reveal that authentic leadership perceptions predict organizational trust, organizational commitment and organizational cynicism. We suggest that by taking into consideration the findings of the current study, authentic leadership behaviors may provide useful outcomes and practices such as positive organizational trust and commitment, and lower levels of cynicism.

Keywords: authentic leadership, organizational trust, organizational commitment, organizational cynicism.

Otantik Liderliğin Ardılları Üzerine bir Araştırma

Özet

Bu çalışma, çalışanların otantik liderlik algılarının örgütsel güven, örgütsel bağlılık ve örgütsel sinizm ile ilişkisini ve çalışanların demografik özelliklerinin otantik liderlik algılarıyla olan ilişkisini ortaya çıkarmak amacıyla yapılmıştır. Bir Türk firmasındaki 371 çalışan ile yürütülen araştırmanın korelasyon analizi sonuçlarına göre; otantik liderliğin, örgütsel güven ve örgütsel bağlılık ile pozitif yönde, örgütsel sinizm ile ise negatif yönde anlamlı ilişkileri olduğu görülmüştür. Bununla birlikte demografik değişkenlerin (aylık gelir ve toplam çalışma süresi gibi) kontrol değişkeni olarak alındığında hiyerarşik

regresyon analizi sonuçları, otantik liderlik algısının örgütsel güveni, örgütsel bağlılığı ve örgütsel sinizmi ise yordadığı ortaya çıkarılmıştır. Mevcut çalışmanın bulguları göz önünde bulundurulduğunda, otantik liderlik davranışlarının örgütler için olumlu yönde örgütsel güven ve bağlılık ile düşük seviyede sinizm gibi faydalı sonuç ve uygulamalara neden olabileceği sonucuna ulaşılmıştır.

Anahtar kelimeler: otantik liderlik, örgütsel güven, örgütsel bağlılık, örgütsel sinizm.

Nowadays there is growing concern over the consequences of positive leadership as shown in studies concerning well-being and job performance (Luthans et al., 2007: 541-542; Valsania et al., 2012: 512). There are basic guidelines in leadership theories that could help firms improve the positive behaviors of their whole staff (Azansa, 2013: 46). Therefore we present authentic leadership training as one of the main approaches to achieve this outcome (Avolio and Gardner, 2005; Avolio et al., 2004; Gardner, et al., 2005; Peterson et al., 2012). The research has proposed that the higher the authentic leadership is, the higher will be the followers' well-being (eg. satisfaction, organizational commitment, organizational trust, self-evaluations, organizational citizenship, intrinsic motivation, humor, self-determination, organizational justice, among others) (Avolio et al., 2005; Luthans et al., 2007; Walumbwa et al., 2008; Walumbwa et al., 2009; Walumbwa et al., 2010; Leroy et al., 2012). The concept of authentic leadership focuses on the development of positive leadership (May et al., 2003). Taking into account the positive relation between the employees' outcomes and authentic leadership, the perceptions of leadership style not only positively affect employees' performance and well-being, but they can also have an important positive impact on the perceptions of negative attitudes, ideas and behaviors such as organizational cynicism (Bommer et al., 2005; Dasborough and Askanasy, 2005; Davis and Gardner, 2004; Wu et al., 2007). Thus, in the present study, the organizational trust and organizational commitment (two of the positive organizational behavior outcomes) and organizational cynicism (one of the negative organizational behavior outcomes) are included in the research. Authentic leadership has four components -- self-awareness, internalized moral perception, balanced processing of information and relational transparency (Walumbwa et al., 2008). We believe that studying the effects of authentic leadership on employees' positive and negative behaviors will contribute to the organizational behavior literature in the Turkish context.

There are few Turkish references on the concept of authentic leadership and therefore it needs a fuller explanation (Çeri-Booms, 2009: 169). We recommend more empirical studies particularly on the uniqueness of the perceptions of authentic Turkish leadership as they differ from those in other contexts (Çeri-Booms, 2009: 169).

Thus, the aim of this article is to analyze and make a contribution to the relationship between authentic leadership perceptions and organizational trust, and organizational commitment and organizational cynicism which have not been previously examined more in depth in Turkey.

Conceptual Framework

Authentic Leadership Theory

Authentic as a word has many meanings including true, real, right, original, frank and sincere. In terms of leadership, this concept should be considered as right, sincere and real (Turhan, 2007). The authenticity concept originated in ancient Greece with the phrase "be true to oneself" (Harter, 2002; Walumbwa et al., 2008). The concept of authenticity is defined as "owning one's personal experiences, be they thoughts, emotions, needs, wants, preferences, or beliefs, processes captured by the injunction to know oneself" (Harter, 2002: 382). Being authentic means being true to one's self in values, thoughts, emotions and beliefs, and acting in keeping with them (Klenke, 2007).

Authentic leaders are those who know themselves and what they believe in, who display high levels of transparency, integrity, and moral standards, who focus on producing elevated levels of trust, hope, positive emotions, and optimism among themselves and their followers, who are known for their trustfulness and who are respected in turn (Avolio et al., 2005). Within this context, Avolio and colleagues (2004) describe the authentic leaders as the ones who are deeply aware of their way of thinking and behavior patterns, who have full knowledge of both their moral viewpoints, knowledge and skills and others, who are self-confident, optimistic, hopeful and who have a high moral standard for themselves. In sum, the proposed understanding of an authentic leadership style is that the authentic leaders must act with the deep personal values and convictions to build credibility and win the respect and trust of their followers (Walumbwa et al., 2008). This also means that they are open about what they think and believe, and that they act accordingly (Harter, 2002). Furthermore, the well-being of a leader not only influences his own well-being, but also has an impact on his followers' well-being and self-image (Ilies et al., 2005).

Authentic leadership is also defined as a pattern of leadership behavior which uses both positive psychological capacities and a positive ethical climate that ensure that the leaders and followers are fostering positive self-development for a greater self-awareness, an internalized moral perspective, a balanced processing of information, and a relational transparency (Walumbwa et al., 2008: 94). The latest study on the components of authentic leadership was conducted by Walumbwa and colleagues (2008). They identified several distinguishing features such as self-awareness, internalized moral perception, balanced processing of information and relational transparency in that study.

Self-awareness as a component of authenticity refers to one's trust, awareness, characteristics, values, incentives, emotions and cognition. Self-awareness includes having an understanding of the inconsistency in the nature of the person and the effect of this inconsistency on his/her thoughts, emotions, actions and behaviors (Ilies et al., 2005). May and colleagues (2003) state that being honest and transparent and knowing himself or herself is the basic determinant in authentic leadership.

The second component of authentic leadership is related to a *balanced processing* of information and an unbiased evaluation of one's information about himself/herself. In other words, it refers to the absence of denials, exaggerations, distortions, or ignorance of internal experiences, private knowledge, and external evaluations of the self. But it includes an acceptance of individual strengths and weaknesses, negative and positive features and being objective about these features (Kernis, 2003).

Internalized moral perception, the third component, includes acting in accordance with the behaviors, attitudes and especially with one's true self. Acting authentic refers to acting in accordance with the values, preferences and needs of others rather than acting only for satisfying others or avoiding the penalties by not acting falsely (Kernis, 2003). Internalized moral perception is defined as an adopted and integrated self-regulation pattern, and it is "guided by internal moral standards and values versus group, organizational, and societal pressures" (Walumbwa et al., 2008).

Relational transparency refers to paying value for, working towards and reaching clarity and sincerity in the relationships. Goldman and Kernis (2002) state that the authenticity in the relationships includes the active process of revealing one's heart, the development of mutual sincerity and trust; thus sincere friends will see the others' real negative and positive faces. In authentic relationships, the individuals' behavior should be natural, not "fake." Apart from the other authentic leadership components, the relational authenticity is closely related to self-awareness, objective evaluation and authentic behavior (Ilies et al., 2005). In short, the authenticity in relationships means being sincere and not making a false show (Kernis, 2003).

Certain Consequences of Authentic Leadership

Increasing competition, changes in circumstances and especially in customer expectations mean that today's businesses and their administrators confront both opportunities and challenges. In addition to this, today's changes in competition do not affect the opportunities and challenges in a specific area but rather affect them in many areas, asymmetrically and on many levels. In this respect, businesses search for ways to sustain the labor power which has the skills and fund of knowledge to carry out long-term objectives (Polat et al., 2010). That can be ensured by having a labor force that trusts the organization, is committed to it, identifies with it, adopts the objectives of the organizations, and does not act negatively towards it. In the authentic leadership models proposed by researchers such as Luthans and his collegues (2007), the positive psychological attitudes might be the consequences of the authentic leadership. In this context, both the organizational trust and the organizational commitment that are positive attitudes towards the organization, and the organizational cynicism, a negative attitude against the organization, will be considered as the consequences of authentic leadership in this study.

Organizational Trust

While Blau (1964: 99) defines trust as "a necessary factor for permanent social relationships," Zucker (1986) defines it as "vital for the maintenance of cooperation in society and necessary as grounds for even the most routine, everyday interactions, and as a confidence regarding another's actions so as to not cause any risk" (Hosmer, 1995: 379). An environment with a high trust level will provide a social energy, and this energy has the strength to result in increased efficiency and innovations, a willingness to share authority and take responsibility, and to lessen absence or withdrawal from the organization, to reduce negative reactions to changes, and to decrease transaction costs (Erdem, 2003).

Trust is a result of the leader-follower relationship; the relational authenticity has the effect of creating more trust in inter-personal relationships (Kernis, 2003) and of the leaders enhancing their transparency to gain more trust from their followers (Avolio et al., 2004; Gardner et al., 2005; Peus et al., 2012). Authentic leaders set an example for high moral standards, integrity and honesty. The behavior of authentic leaders increases the positive expectations, trust levels and intents for cooperation within the followers (Avolio et al., 2004).

Avolio and colleagues (2004) have developed a model that integrates the authentic leadership with the behaviors and attitudes of the followers. In this model, the extent to which the authentic leadership affects the behaviors and attitudes of the followers is analyzed, and the possible role of positive emotions and trust in the process of authentic leadership is stated (Avolio et al., 2004). In their study, the leadership trust is defined as a factor of utmost importance in the efficiency of the leader. The behaviors of the followers included in the model are commitment (Allen and Meyer, 1990; Meyer and Allen, 1991; Mowday et al., 1982), job satisfaction, motivation and sense of mission. The positive effect of the authentic leadership on the trust, commitment and job satisfaction is reported, and the relationship between the authentic leadership and motivation of the employee is analyzed (Avolio et al., 2004). In addition, recent studies report that trust in management mediates the relationship between psychological capital and performance, and partially mediates the relationship between leadership and performance (Clapp-Smith et al., 2009: 227). Miniotaite and Buciuniene (2013: 69) suggest that authentic leadership increases followers' intrinsic motivation, trust in organization, commitment and overall job satisfaction. Wand and Hsieh (2013: 613) report that employee trust has a partial mediating effect between authentic leadership and employee engagement.

In the Turkish context, Çeri-Booms (2009) reported that leadership styles have positive relations regarding the trust in the leader's behavior and that new studies in the field of authentic leadership are needed to open new doors in the related Turkish literature.

Within this research, trust is dealt with as a general concept and evaluated as a positive attitude by the employee towards the organization. Considering the definition and components of authentic leadership and the features of the authentic leadership defined in the literature and mentioned above, it is thought that they have an increasing effect on the organizational trust which is one of the positive attitudes towards the organiza-

tion; they should also have a positive effect on the followers. Hence, the following hypothesis is proposed:

H 1: *Authentic leadership perception predicts organizational trust.*

Organizational Commitment

Organizational commitment is defined as the acceptance of the organization's goals and values, the willingness to invest effort on behalf of the organization, and the importance attached to keeping ones' membership in the organization (Mowday et al., 1979: 224). Another definition states that organizational commitment is the internalization and acceptance of the values of the organization by the individual (O'Reilly and Chatman, 1986: 493).

Organizations expect the employees to perform the expected commitment and role behaviors in an efficient way. Authentic leaders increase followers' social identification by creating a deeper sense of high moral values and expressing high levels of honesty and integrity in their relationships (Avolio et al., 2004). Here, the leader's values and moral standards become associated with the identification tendency of the followers. It is anticipated in the theory that the identification with a leader and the associates who display high levels of transparency, integrity, and moral standards will produce elevated levels of trust, hope, positive emotions, and optimism among followers. These in turn elicit increases in commitment, satisfaction, and other positive work outcomes. For example, Avolio and colleagues (2004) discuss both the direct effects of the authentic leadership on the working attitudes of the followers (including organizational commitment, job satisfaction, work meaningfulness and integrity) and the indirect effects (personal and social) occurring with the identification processes. In terms of direct effects, the balanced processing of information, relational transparency, and consistency between values, words, and deeds exhibited by authentic leaders instill elevated levels of commitment and willingness among followers (Avolio et al., 2004; Gardner et al., 2005; Ilies et al., 2005; Walumbwa et al., 2008). In the study conducted by Walumbwa and colleagues (2008) on 414 people in a large university located in the southwestern United States, authentic leadership and organizational commitment, organizational citizenship behavior and job satisfaction have a much more significant and positive relationship than the ethical and transformational leadership.

In Turkey, Özkan and Ceylan (2012: 110) tested the construction engineers' authentic leadership perceptions in their study. They found that authentic leadership is significantly related to affective organizational commitment and well-being at work.

Commitment is dealt with in the present research as a general concept and evaluated as the positive attitude of the employees towards the organization. In this context, the unidimensional commitment model developed by Jaworski and Kohli (1993) is used in the study. Considering the definition and components of authentic leadership and the features of the authentic leadership defined in the literature and mentioned above, it is

thought that authentic leadership has an increasing effect on organizational commitment and therefore on the followers. Thus, the following hypothesis is proposed:

H 2: *Authentic leadership perception predicts organizational commitment.*

Organizational Cynicism

One who believes that all individuals look first after their own interests and see everyone else as self-interested is called a "cynic," and the thought that tries to explain this concept is "cynicism" (Erdost et al., 2007: 514). The basic belief of cynicism is that the principles of honesty, justice and sincerity are sacrificed for personal interests. In history, cynics are known by their scorn of their organizations (Dean et al., 1998). They emphasize the ideas that the management is devoid of honesty, that its members will benefit from them and that they will not be treated fairly (Eaton, 2000).

The leaders' positive and negative behaviors are included within the reasons for the organizational consequences (Podsakoff et al. 2000). As a theory related to different concepts, organizational cynicism is a perspective which can be expressed by negative attitudes, ideas and behaviors in an organization (Dean et al., 1998; İnce and Turan, 2011; Polat and Meydan, 2010). Considering that the organizational cynicism has many negative results, both organizational and personal, the prevention of cynicism in workplaces or the application of effective strategies to manage it become a priority. The most important responsibility for applying such strategies belongs to the administrators and leaders within the organization (Özler et al., 2010).

One of the first studies correlating the organizational cynicism and leadership was conducted by Davis and Gardner (2004). The authors analyzed how the attribution processes come about within the leader-member relationship and how the attributions affect organizational cynicism.

In a recent study, Peus et al. (2012: 331) suggest that scandals like the Enron, World-com and Lehman Brothers have led to a loss of trust in leaders and increased cynicism perceptions with regard to their role. Within this scope, we might think that when there is a negative leadership behavior in an organization, the followers' cynical perceptions of that organization might increase. However, it might be that the positive leadership behaviors might decrease organizational cynicism. Authentic leaders behave in harmony with personal values and convictions to gain reliability, employees' respect and trust (Avolio et al., 2004: 806). Thus, authentic leaders who put more emphasis on their character and on being an example for others influence their followers' self-awareness of their own values and moral perspectives (Willaims et al., 2012: 326); therefore they could decrease the cynicism of the followers. Williams et al. (2012: 324) reported that there was a negative relationship between cynicism and authentic leadership behaviors in the 2008 presidential elections in the USA between Obama and McCain.

Özler et al. (2010: 47) suggest that in the Turkish culture, leadership behaviors are one of the important causes of organizational cynicism; in addition trust can be both

the source and the result of organizational cynicism. We think that authentic leadership is one of the most important practices for Turkish people and that it needs to be given more publicity.

Currently cynicism is thought of as a general concept along with the other two variables and is evaluated as negative attitude of the employee towards the organization. Considering the definition, components and features of authentic leadership as mentioned above, it is thought that it should have a decreasing effect on the organizational cynicism. The hypothesis developed for testing this propose as follows:

H 3: *Authentic leadership perception predicts organizational cynicism.*

Among the studies interested in authentic leadership in Turkey, Turhan (2007) supports the concept that ethical leadership has three subdimensions. Of them, one is trust, and in the Turkish culture it can be defined as authentic leadership. Kesken and Ayyıldız (2009) propose that authentic leadership is the main root of positive leadership behaviors. In a different study in the Turkish context, authentic leadership has four similar subdimensions. These are self-awareness, the relational transparency, unbiased evaluation and internalized moral perception (Memiş et al., 2009). Çeri-Booms (2009) found that the most important dimension of authentic leadership in the Turkish understanding is relational transparency. Öcal et.al (2012: 279) reported that three subdimensions of authentic leadership (the relational transparency, self-awareness and internalized moral perception) behaviors have a negative effect on the cynical perceptions of employees. In addition they found that the effects of demographic variables (gender, total working period, sector and education level) are not enough to make any significant difference in the presence of authentic leadership and organizational cynicism (Öcal et al., 2012: 279). Çakınberk and Demirel (2010) found that organizational commitment is one of the important determinants of leadership perceptions in Turkey.

Analyzing the research on authentic leadership in Turkey and all over the world, it appears that it is affected by different variables, not only by personal and organizational dimensions, but also it influences those variables. Furthermore, there is only a limited number of research on authentic leadership in both foreign and Turkish literature.

Thus through the current research we aim to define the effect of authentic leadership perception on organizational commitment, organizational trust and organizational cynicism by the employees, and to explain the effects of the specific demographic factors (total monthly income and total working period) on the authentic leadership perceptions of the employees in Turkey. Likewise a contribution will be made both to the organizational behavior and leadership literature by analyzing the aspects of the authentic leadership, and also to an important role for the research on the determination of the relationship of authentic leadership with its certain consequences within the production sector in Turkey.

Method

Sampling

The sample in this research was made up of the employees working in a textile firm in the production sector in Turkey, the Tekirdağ-Çerkezköy Organized Industrial Zone. The total number of employees working in the firm was approximately 1500. The sampling of the research constituted randomly selected participants. As a result of the interview conducted with the firm officials, a questionnaire was given to 400 employees, of which 399 were returned. Of those, 28 were disqualified because of missing or wrong filling. Thus 371 were evaluated.

The reason for choosing employees from a single firm was because of the heterogenous characteristics of its employees such as education status, working period and their similarity to the Turkish norm. We believed that these employees would be a good example for our research as they might reflect the indiviual and organizational factors, and the values and behaviors in the Turkish context.

Measurement Tools

The scales used in the present research were adapted in Turkish in the previous studies, and the validity and reliability of these scales were tested.

Authentic Leadership Scale

The Authentic Leadership Scale, developed by Walumbwa and colleagues (2008), consists of sixteen items. It measures the authentic leadership perception of an individual in four dimensions. In the current study, the adapted version of the scale by Tabak and colleagues (2010) was used in order to measure the authentic leadership perception of the individuals. Tabak and colleagues (2010) confirmed that it was a four-factor structure (relational transparency, internalized moral perception, balanced processing of information and self-awareness). In the present study, the reliability coefficient of the scale wass figured as 0.86 for relational transparency, 0.83 for internalized moral perception, 0.85 for balanced processing of information, and 0.90 for self-awareness. The scale was prepared in accordance with a 5-point likert scale (1=Strongly disagree, 5=Strongly agree). The results of the confirmatory factor analysis for the scale were as follows; $\chi2/df$ =2.53, RMR=.05, GFI=.92, AGFI=.89, NFI=.93, IFI=.95, TLI=.94, CFI=.95, RMSEA=.06.

Organizational Trust Scale

A four-item scale developed by Tyler and Bies (1990) and adapted into Turkish by Polat (2009) was used in order to measure the organizational trust perception of the employees. The scale measures the organizational trust perception of the employees within one dimension. The scale was prepared in accordance with a 5-point likert scale (1=Strongly disagree, 5=Strongly agree). As a result of the confirmatory factor analysis conducted by Polat (2009) in order to find the construct validity, the scale was found as a one-factor model. In the current study, the reliability of the scale was determined as 0.83 and the results of the confirmatory factor analysis for the organizational trust scale

were found acceptable as well (χ2/df =3.22, RMR=.02, GFI=.99, AGFI=.95, NFI=.98, IFI=.99, TLI=.97, CFI=.99, RMSEA=.07).

Organizational Commitment Scale

In order to measure the organizational commitment perception of the employees, an inversely coded 7-item scale developed by Jaworski and Kohli (1993), was used. The scale was a 5-point likert scale (1=Strongly disagree, 5=Strongly agree). This scale was previously adapted by Şeşen (2010) into Turkish and it measures the organizational commitment perception within one dimension. The researchers calculated the reliability of the scale as 0.77. As a result of the confirmatory factor analysis conducted by Şeşen (2010) in order to find the construct validity, the scale was found as a first-level one-factor structure. Şeşen (2010) reported the reliability of the scale as 0.74. The reliability of the scale in the present study was 0.92. The results of the confirmatory factor analysis conducted in the current study showed that the scale has a good fit for measuring the organizational commitment (χ2/df =1.58, RMR=.02, GFI=.98, AGFI=.96, NFI=.99, IFI=.99, TLI=.99, CFI=.99, RMSEA=.04).

Organizational Cynicism Scale

A 9-item scale, three of which are inverse coded, was developed by Vance and colleagues (1996) and was used in this study. The scale adaptation was previously made by Güzeller and Kalağan (2008). It measures the organizational cynicism perception of the individual within one dimension. The researchers calculated the total reliability of the scale as 0.84. Güzeller and Kalağan (2008) have determined the reliability of the scale as 0.83, and confirmed that the scale was a single factor structure. The reliability of the scale in the current study was determined as 0.94. The scale is a 5-point likert scale (1=Strongly disagree, 5=Strongly agree). The results of the confirmatory factor analysis conducted in present study were as follows: χ2/df=2.74, RMR=.02, GFI=.96, AGFI=.92, NFI=.97, IFI=.98, TLI=.97, CFI=.98, RMSEA =.06.

Data Analysis

The data was analyzed with frequency and descriptive analyses in the process of testing the research questions. The suitability of the data for the normal distribution was tested with the Kolmogorov-Smirnov analysis and measures of Kurtosis and Skewness. The reliability of the scales and sub-dimensions was calculated with Cronbach alpha reliability coefficients. The Pearson Correlation analysis was used in order to figure the relationship between the dependent and independent variables. A Regression Analysis was applied for the determination of the effect of independent variables on the dependent variables. Confirmatory factor analyses were conducted with the assistance of the AMOS program in order to figure out the construct validity of the scales. The descriptive statistics of the participants are seen in Table 1.

A research model was developed in order to determine the relationships between the variables in the course of data analysis. The authentic leadership dimensions were considered as independent variables, and the organizational trust, organizational com-

mitment and organizational cynicism were evaluated as dependent variables within the model. There was an effort to determine the effects and their relationships to the authentic leadership perception of the employees' on their organizational trust, organizational commitment and organizational cynicism perceptions.

Table 1
Descriptive Statistics of Participants

Demographic variables	Category	Number (N)	Percentage
Gender	Male	161	%43
	Female	210	%57
Age	18-25	105	%28
	26-30	165	%45
	31 years and over	101	%27
Marital status	Married	209	%56
	Single	162	%44
Educational status	Primary School	53	%14
	Elementary School	103	%28
	High School	96	%26
	College	57	%15
	Undergraduate	62	%17
Working period in this workplace	0-1 year	37	%10
	2-5 years	247	%66
	6 years and over	87	%24
Status	Manager	4	%1
	Permanent worker	154	%42
	Contracted worker	213	%57
Working period under this status	0-1 year	41	%11
	2-5 years	251	%68
	6 years and over	79	%21
Total work experience	0-1 year	16	%5
	2-5 years	158	%42
	6 years and over	197	%53
Monthly income	0-750 TL	188	%51
	751-1500 TL	141	%38
	1501 TL and over	42	%11
The number of workplaces being worked in now	1-2	230	%62
	3-4	121	%32
	5 and over	20	%6

Results

The average score of the authentic leadership of the sampling in the research is shown in Table 2.

Table 2
Descriptive Statistics of Variables

Variable	Minimum	Maximum	Average	SD
Authentic Leadership	1.13	4.94	3.3588	.82958
Organizational Trust	1	5	3.3699	.97004
Organizational Commitment	1	5	3.7493	.92852
Organizational Cynicism	1	4.78	2.0692	.82396
Relational transparency	1	5	3.2598	.98342
Internalized moral perception	1.25	5	3.5061	.85471
Balanced Processing of Information	1	5	3.4007	1.01665
Self-awareness	1	5	3.3039	1.02492

Pearson Correlations were calculated in order to find the relationships between the dependent and independent variables in the research (Table 3). All leadership dimensions had significant relationships with each other.

Table 3
Correlation Findings

Variable	1	2	3	4	5	6	7	**8**
1. Authentic Leadership	1							
2. Organizational Trust	0.512**	1						
3. Organizational Commitment	0.416**	0.327**	1					
4. Organizational Cynicism	-0.385**	-0.264**	-0.765**	1				
5. Relational transparency	0.877**	0.495**	0.334**	-0.337**	1			
6. Internalized moral perception	0.813**	0.414**	0.359**	-0.411**	0.600**	1		
7. Balanced Processing of Information	0.865**	0.432**	0.386**	-0.319**	0.659**	0.665**	1	
8. Self-awareness	0.864**	0.396**	0.360**	-0.262**	0.651**	0.583**	0.712**	**1**

N=371, (*) p<.05   (**) p<.01

Regression Analysis Findings

A regression analysis was conducted in order to determine the direct relationships between the variables, and the explanatory power of the independent variables on dependent variables. Within this scope, the following control variables were included in the analysis: total monthly income and total working period, the authentic leadership perception as an independent variable, and organizational trust, organizational commitment and organizational cynicism as the dependent variables. We used control variables because we tried to show the effect of the authentic leadership perception on separate variables by controlling the demographic variables. Usually age and gender were the control variables. However we decided on the total monthly income and total working period because recent studies in the Turkish context by Tokgöz and Yılmaz (2008: 300) and Kalağan (2009: 160) reported that the "higher working period in an organization might increase cyncisim perceptions of individuals." Our decision was to explain how demographic variables from working life (working period and income) affect the other variables. The demographic variables were included in the first phase of the hierarchical regression analysis, and the authentic leadership perception was in the second phase.

Before the regression analyses, we tested whether there was a normality, linearity and multi-collinearity between the independent variables. The linearity was tested according to the chart by the standardized estimated values and the standardized deviation values of the predictor variables; the normality was tested by the standardized error values. The multi-collinearity was also analyzed, and according to the correlation table, the correlation coefficients between the independent variables did not exceed 0.80.The tolerance values (variance rate which cannot be explained by variables), variance inflation factor (VIF), and the condition indices were examined (Büyüköztürk, 2009). Thus it was seen that the data were in linear form and showed normal distribution; there was no multi-collinearity between the variables.

The findings of the hierarchical regression analysis, showing the effects of the demographic variables and authentic leadership perception on the explanation of organizational trust, are presented in Table 4.

The demographic variables included in analysis in the first phase do not predict the organizational trust, and all the authentic leadership dimesions which were included in the second phase predict the organizational trust and explain 26.7% of the total variance (F=33.813, p<.001) (Table 4). According to this finding, Hypothesis 1 (authentic leadership perception predicts organizational trust) is supported.

The demographic variables included in the analysis in the first phase do not predict the organizational commitment, and the authentic leadership perception in the second phase predicts the organizational commitment and explains 17.6% of the total variance (F=19.810, p<.001) (Table 5). Thus Hypothesis 2 (authentic leadership perception predicts organizational commitment) is supported.

Table 4

**Hierarchical Regression Analysis Results of the Authentic Leadership Dimensions and
Demographical Variables Predicting Organizational Trust**

Independent Variables	Model 1	Model 2
	β	β
Block 1 (Demographical Variables)		
Total Monthly Income	0.097	
Total Working Period	0.038	
Block 2 (Authentic Leadership Dimensions)		
Relational transparency		0.491***
Internalized moral perception		0.411***
Balanced Processing		0.427***
Self-awareness		0.395***
	R=0.114 R²=0.015 F Var.= 2.439	R=0.530*** R²=0.280 R² Var.=0.267 F Var.= 33.813***

***p<0.001

Table 5

**Hierarchical Regression Analysis Results of the Authentic Leadership Dimensions and the
Demographic Variables Predicting Organizational Commitment**

Independent Variables	Model 1	Model 2
	β	β
Block 1 (Demographical Variables)		
Total Monthly Income	0.050	
Total Working Period	0.096	
Block 2 (Authentic Leadership Dimensions)		
Relational transparency		0.332***
Internalized moral perception		0.357***
Balanced Processing		0.385***
Self-awareness		0.359***
	R=0.121 R²=0.015 F Var.= 2.748	R=0.437*** R²=0.191 R² Var.=0,176 F Var.= 19.810***

***p<0.001

The findings of the hierarchical regression analysis indicated that the total working period, one of the demographic variables included in analysis in the first phase, predicted the organizational cynicism and explains 1.8% of the total variance (F=3.365, p<.05) (Table 6); the authentic leadership perception which was included in the second phase also predicted the organizational cynicism and explained 18.1% of the total variance (F=20.518, p<.001). So, Hypothesis 3 (authentic leadership perception predicts organizational cynicism) was supported.

Table 6

Hierarchical Regression Analysis Results of the Authentic Leadership Dimensions and the Demographic Variables Predicting Organizational Cynicism

Independent Variables	Model 1	Model 2
	β	B
Block 1 (Demographical Variables)		
Total Monthly Income	-0.045	
Total Working Period	-0.113*	
Block 2 (Authentic Leadership Dimensions)		
Relational transparency		-0.335***
Internalized moral perception		-0.409***
Balanced Processing		-0.318***
Self-awareness		-0,261***
	R=0.134 R²=0.018 F Var.= 3.365*	R=0.446*** R²=0.199 R² Var.=0.181 F Var.= 20.518***

*p<0.05 ***p<0.001

Discussion

In this study the employees who have a high-level authentic leadership perception reported high levels of organizational trust. This result conformed to the results of the studies conducted by Dasborough and Ashkanasy (2005), Turhan (2007), Memiş and colleagues (2009) and Çeri-Booms (2009). According to Dasborough and Ashkanasy (2005), the leaders causing positive outcomes for the employees have authentic characteristics. In other words, the ones causing negative behaviors for their followers were deprived of authenticity. Turhan (2007) stated that trust refers to the reliability and consistency in the behaviors of the leaders, and called this issue authentic leadership in his doctorate study. Memiş and colleagues (2009) stated that the trust and confidence were part of the concepts explaining the authentic leadership. The research conducted by Çeri-Booms (2009) determined that the authentic leadership style had a positive and rather high-level relationship with the "trust in the leader." The leaders' characteristics of transparency and their awareness of themselves and their behaviors create trust. The accord between

their behaviors and statements, the acceptance of their faults and their motivation of transparency toward the employees were of major imortance in creating trust. Different studies carried out by the researchers found that the trust of the employees in their leaders and organizations was related to the positive institutional outcomes (Dirks and Ferrin, 2001, 2002; Demircan and Ceylan, 2003). As well as having a positive and significant relationship with all dimensions of the authentic leadership, the organizational trust was seen to have the highest relationship with relational transparency (r=0.49; p<0.01) and the lowest relationship with the self-awareness (r=0.39; p<0.01). The organizational trust had a medium-level and positive relationship with organizational trust, one of the other variables of the research (r=0.32; p<0.01), and a low-level and negative relationship with organizational cynicism (r=-0.26; p<0.01).

The employees who had a high-level authentic leadership perception reported higher levels of organizational commitment. This result conformed to the results obtained by the studies of Dasborough and Ashkanasy (2005), Endrissat and colleagues (2007) and Walumbwa and colleagues (2008). In a study conducted by Endrissat and colleagues (2007) to determine how the executives defined the "leadership," authenticity was determined as the main topic and organizational commitment was suggested as the most important determinant of the authenticity. Walumbwa and colleagues (2008) defined the relationship between the organizational commitment and authentic leadership as much more significant and positive than the relationship between the ethical and transformational leadership styles. Apart from these studies, as a result of the studies carried out by Savery (1994), Darwish (2000), Lok and Crawford (1999, 2004) and Chen (2004), a significant and positive relationship between the leadership style and organizational commitment was found (Özutku, 2005). Çakınberk and Demirel (2010) had similar results in their studies on the leadership as a determinant of the organizational commitment. As well as having a positive and significant relationship with all dimensions of the authentic leadership, the organizational commitment waa seen to have the highest relationship with the balanced processing of information (r=0.38; p<0.01) and the lowest relationship with the relational transpareny (r=0.33; p<0.01).

The employees who had a high-level authentic leadership perception are found to have less organizational cynicism perception. This presented a parallel to the study of Dasborough and Ashkanasy (2005). Also Davis and Gardner (2004), Wu and colleagues (2007); Bommer and colleagues (2005) showed in their studies that there was a significant relationship between the leadership style and organizational cynicism (Tokgöz and Yılmaz, 2008). In the Turkish context, Öcal et. al (2012) found that three subdimensions of the managers' authentic leadership behaviors (the relational transparency, self-awareness and internalized moral perception) had a negative influence on cynicism perceptions of employees; this supported our findings also. As well as having a negative and significant relationship with all dimensions of the authentic leadership, the organizational cynicism was seen to have the highest relationship with the internalized moral perspective (r=-0.41; p<0.01) and the lowest relationship with the self-awareness (r=-0.26; p<0.01).

When generally viewed, the authentic leadership had a positive relationship with organizational trust and organizational commitment, and a negative and significant relationship with organizational cynicism. In a sense, as the authentic leadership perceptions of the employees increased, the organizational trust and organizational commitment perception increased, but the organizational cynicism perception decreased.

The finding that authentic leadership perception predicted organizational trust can be associated with the findings conducted by Fairholm (1994) that emphasized the importance of the leadership in creating organizational trust based on shared values and vision in the organization (Demircan and Ceylan, 2003). Champy (2009) also indicated the importance of building organizational trust for implications of authentic leadership behaviors in organizations with the pupose of building transparency for the customers.

The duties, behaviors and attitudes of the leaders become much more important in the ever-changing and increasingly competitive business life. The duties of the leaders are to prompt the ideas, knowledge, and skills of the employees and benefit from these for increasing the efficiency of the organization; they also make the employees have positive emotions and attitudes towards the organization. Similar to the present study findings, positive leadership behaviors with openness and good relations foster organizational trust and a higher level of commitment in employees (George and Sims, 2007). This situation increases performance, organizational efficiency and job satisfaction; it decreases absenteeism and employee turnover rates (Mowday et al., 1982; Porter et al., 1979). The organizational commitment, accepted as a behavioral indicator of the attitudes and intentions of the employees towards both the organization and the job, revealed the level of the employees' internalization of the organizational values and their intent to remain in the organization (Gilbert and Tang, 1998). This situation was also called a loyalty and an intent to remain in the organization. Studies conducted up to now show that the leadership styles have been within the premises of the organizational commitment (Çakınberk and Demirel, 2010).

The total working period predicts the organizational cynicism. The total working period variable, or in other words job tenure, and cynicism were tested in different studies also (Abraham, 2000; Turner and Valentine, 2001). In both studies, there was no significant relation between cynicism and job tenure, and Turner and Valentine (2001) suggest that job tenure can not be related to cynicism in the work place. But we think that our findings can be explained with the person-organization fit (PO fit) theory. The concept of PO fit described the positive harmonic relationship between the individual, and the whole organizational aimed to include individually desired situations, profits and organizational needs (Kristof, 1996: 1). According to the PO fit theory, values shared between individuals and organizations can manage advantageous outcomes for achieving organizational goals (Chatman, 1991). In achieving these outcomes, sustaining a good fit between employees and organization in the long period may lessen the effects of employees' cynicism. Therefore the total working period of the employees might mediate against their organizational cynicism perceptions.

The finding that the authentic leadership perception of employees predicts the organizational cynicism negatively is similar to that of other researchers (Champy, 2009:

43). In his study, Champy (2009) suggests that authenticity has certain standards and the lack of them quickly leads to cynicism and creates distrust between related levels in the organization. In short we propose that all the hypotheses developed in accordance with our research model are supported.

Conclusion

The field of organizational behavior is defined as a sub-discipline that examines the effects of the individuals, groups and structures on the behaviors of the employees in order to increase both the individual and the organizational efficiency and effectiveness (Robbins, 2005 cited in Şeşen, 2010). The authentic leadership behaviors of the individuals were evaluated as organizational behavior relative to the contributions made to the performance and efficiency of the organization. Thus, we suggest that revealing the factors affecting those behaviors, and the negative and positive results of them can make important contributions in the field of organizational behavior. This study has revealed the variables affecting authentic leadership dimensions and the results caused by these actions. With the exception of organizational cynicism perceptions, there were significantly positive correlations in all variables of the study. Organizational cynicism perceptions have negative correlations with two other dependent variables and authentic leadership sub-dimensions. Parallel to our expectations, this study has found that all variables are related to each other. In other words, the higher the perceptions of authentic leadership behaviors are, the higher the organizational trust and organizational commitment will be, but the lower the levels of organizational cynicism perceptions. In addition we have shown that the authentic leadership perception has a positive effect on organizational trust and organizational commitment, and a negative effect on organizational cynicism. These findings are also similar to previous findings (Abraham, 2000; George and Sims, 2007; Kalağan, 2009; Kalağan and Güzeller, 2010; Özutku, 2005; Tokgöz and Yılmaz, 2008; Turner and Valentine, 2001; Walumbwa et al., 2008). Present studies related to the authentic leadership perception and organizational trust, commitment and cynicism conducted both in and outside of Turkey are also closely similar. In the present study the relation between the consequences of the authentic leadership have been carefully analyzed with an attempt to make a contribution to the existing theory. When the studies related to the authentic leadership are analyzed, it appears that the subject has been limited due to the analysis of incomplete parts of the subject rather than the whole. In addition, the number of the studies in Turkey related to the authentic leadership is limited. This study tries both to contribute to the organizational behavior literature and to reveal the consequences of the authentic leadership in the sampling of Turkey by analyzing the various dimensions of the authentic leadership.

Research on the reasons for the employees' behaviors within the organization help in developing personnel policies for greater employee efficiency.The production sector dealing with data related to the organizational variables can be important in it and the related sectors for the development of personnel policies.

In firms where organizational trust and commitment are desired, a transparent, moral and balanced structure should be established for improving organizational success.

Similarly, all employees and managers need to be included and all need a high level of self-awareness. The accommodation of such an excellent structure can increase the evidence of authentic leadership behaviors by both the leaders and the followers in the firm, and thus increase the competitive power of the firm as well.

The leaders and administrators of the firms in the production sector can increase the transparency in their relationships by clearly stating their own thoughts to the employees, accepting their faults and encouraging the employees to express theirs also. In addition, they can communicate their moral principles by being consistant in their thoughts and behaviors, considering the value judgments in the decision-making processes, and by supporting the employees' own judgements. They can include the employees in the decision-making processes by calling for dissenting opinions and evaluating all the information before taking a decision. Again, these leaders and managers can improve their own self-awareness by making the employees feel they are open to feedbacks, stating that they value how others value them, and by recognizing that each one's private life affects his/her working life. The leaders and managers who achieve the whole or a part of these approaches and strategies can increase their authentic leadership perceptions to the advantage of the firm.

Suggestions for Future Studies

The current research analyzes the organizational trust, organizational commitment and organizational cynicism as consequences of authentic leadership behaviors by centralizing the authentic leadership behaviors. This study was conducted with the employees in the textile production sector. In the future studies, the authentic leadership can be examined with different variables and features. In addition, conducting studies which deal with both the leaders and followers, rather than trying to acquire a result by examining just leaders or just the followers, can ensure more successful results. Comparative analyses related to the authentic leadership in organizations where the employees work either permanently or temporarily or which operate in either the public or the private sectors can produce significant results.

When the related literature is reviewed, some other variables appear which can be antecedents or consequences of authentic leadership behaviors (organizational citizenship behavior, follower satisfaction, followers' job satisfaction, individual job performance). Research related to all the variables and which reveals the complicated relationships between them will also contribute to the literature.

In addition, the diversification of the characteristics and samplings of the researches can contribute to the literature in terms of the generalization of the obtained findings. Moreover, the examination of the variables of demographic features (age, gender, educational status etc.) and working life (working period in organization, status, income etc.) that have a mediating effect can bring depth and broadness to the subject.

Limitations to the Research

The scales used in the research were made up of the self-report evaluation items simultaneously asked of the individuals, and the perceptions of the individuals were evaluated in this context. We assumed that the employees who participated in the questionnaire answered the questions truly and impartially. However, the answers given with the effect of social desirability of the participants can be evaluated as another limitation of the research in terms of the questionnaire. We attempted to addresss this problem by measuring each variable with more than one question and then finding the average value.

Finally, another limitation is the sparsity of the studies related to authentic leadership and the insufficient number of the empirical studies in the Turkish literature; this prevents comparing and discussing the acquired results of the research.

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