AUTHENTIC LEADERSHIP AND LEADER-MEMBER EXCHANGE: THE MODERATING EFFECT OF LEADER EMOTIONAL EXPRESSIVITY

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- this thesis contains no material that has been submitted or accepted for a degree or diploma in any other educational institution;
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ABSTRACT

Authentic Leadership and Leader-Member Exchange:

The Moderating Effect of Leader Emotional Expressivity

Authentic leadership theory and leader-member exchange theory suggest that there are positive direct relationships between leader authenticity, high-quality leader-member exchange relationships and follower job outcomes. Previous work corroborates these positive relationships. However, former studies have not considered the effect of the emotional expressions of leaders on these relationships. The present dissertation attempts to contribute to the leadership literature by explaining the moderating effect of leader emotional expressivity on the direct relationship between authentic leadership, leader-member exchange and follower job outcomes. Accordingly, quantitative data, collected via survey administration to front-line employees of service-rendering companies from Istanbul and their immediate supervisors is used to test the hypotheses developed in light of the relevant literature. Results provided corroborative empirical evidence for the moderating effect of leader emotional expressivity on the relationship between authentic leadership, leader-member exchange and follower job outcomes, while confirming the positive direct relationship between authentic leadership, leader-member exchange and follower job outcomes. Accordingly, the findings of this study revealed that the strength of leader emotional expressivity weakened the positive contributions of authentic leadership and leader-member exchange to follower job outcomes for leaders who are highly authentic or who engage in a high level of LMX. On the other hand, higher leader emotional expressivity compensates for the low levels of authenticity and LMX in terms of increasing follower job outcomes.

ÖZET

Otantik Liderlik ve Lider-Üye Etkileşimi:
Lider Duygu Dışavurumunun Modere Edici Etkisi

Otantik liderlik ve lider-üye etkileşimi teorileri, otantik liderlik ve yüksek kalitedeki lider-üye etkileşimi ile takipçilerin iş sonuçları arasında doğrudan pozitif bir ilişki olduğunu öne sürmektedir. Önceki çalışmalar bu pozitif ilişkiyi doğrulamaktadır. Fakat önceki çalışmalar liderlerin duygu dışavurumunun bu pozitif ilişki üzerine olan etkisini hesaba katmamışlardır. Bu tez, lider duygu dışavurumunun, otantik liderlik, lider-üye etkileşimi, ve takipçilerin iş sonuçları arasındaki ilişki üzerine olan modere edici etkisini açıklayarak liderlik literatürüne katkıda bulunmayı amaçlamaktadır. Buna göre, ilgili literatür ışığında geliştirilen hipotezleri test etmek amacıyla, İstanbul'da bulunan ve hizmet sektörü içinde yer alan firmaların birinci basamak çalışanlarından ve bu çalışanların amirlerinden anket çalışması yoluyla kantitatif veriler toplanmıştır. Araştırmanın sonuçları, otantik liderlik ve lider-üye etkileşiminin takipçi iş sonuçları üzerine olan pozitif etkilerini doğrularken; aynı zamanda, lider duygu dışavurumunun, otantik liderlik, lider-üye etkileşimi ve takipçi iş sonuçları arasındaki ilişkiyi modere ettiğini göstermiştir. Buna bağlı olarak, bu çalışmanın sonuçları, otantikliği veya lider-üye etkileşimi yüksek liderler için, yüksek lider duygu dışavurum derecesinin, otantik liderlik ve lider-üye etkileşiminin takipçi iş sonuçları üzerine olan olumlu katkılarını zayıflattığını göstermiştir. Diğer yandan, yüksek seviyedeki lider duygu dışavurumu, liderlerin düşük otantiklik ve lider-üye etkileşimi seviyelerini, takipçi iş sonuçlarını yükselterek telafi etmektedir.

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CHAPTER 1

INTRODUCTION

Authentic leadership is one of the most widely researched theories in leadership. The creators of this construct assert that the decline in ethical leadership (e.g., WorldCom, Enron, Martha Stewart) together with a rise in societal troubles (e.g., September 11 terrorism, fluctuating stock values, a downturn in the economy) entails the need for authentic leadership more than in earlier times (Cooper et al., 2005). They also discuss that present frameworks are not adequate for training leaders of the future (Avolio & Gardner, 2005, Avolio et al., 2004, Gardner et al., 2005, Luthans & Avolio, 2003 and May et al., 2003). Antecedents and outcomes of authentic leadership have been explored by several researchers (e.g., Luthans and Avolio, 2003; Tate, 2008; Bennis 2003; Avolio, et al., 2004; Gardner et al., 2005; Sparrowe, 2005; Shamir and Eilam, 2005; Walumbwa et al., 2008; Clapp-Smith et al.; 2009; Eriksen 2009). According to Bennis (2003) and Eriksen (2009); self-knowledge is a prerequisite for authentic leadership. Shamir and Eilam (2005) cite that leaders who have a high level of self-knowledge are clear about their values and convictions. Another antecedent for authentic leadership is self-consistency (Peus et al., 2012). Walumbwa et al. (2008) argue that it is of utmost importance for leaders to show consistency between their values, beliefs, and actions in order to be perceived as authentic. In this thesis, authentic leadership will be studied as one of the two independent variables whose direct effects on five follower job outcomes will be analyzed.

Due to the major role of leadership in the workplace (Redmond, Mumford, & Teach, 1993), one key situational factor that may have a prominent impact on

positive emotions, therefore enhancing followers' positive attitudes and behaviors, is leadership, and in particular authentic leadership, through positive identification between the leader, followers, and their organization (Avolio et al., 2004). Authentic leaders are inclined to originate positive feelings among followers and a sense of identification with the main goals of the leader and/or organization, which would widen their reasoning (Fredrickson, 1998, 2001), and thus generate more refined behaviors in the long run aiming at value enhancing deeds (Emiliani, 1998). Authentic leaders bring about the circumstances for higher trust and bring out positive emotions from followers, elevating decision making, ameliorating the soundness of organizations, and finally creating positive emotional conditions and high levels of accountability among the workforce (Avolio et al., 2004).

Former studies have analyzed the effect of authentic leadership on follower job outcomes of affective commitment towards organization (e.g., Avolio, Gardner et al., 2004; Jensen & Luthans, 2006; Walumbwa et al., 2008), trust in leader (e.g. Rego, Sousa, Marques, & Cunha, 2012; Walumbwa et al., 2008; Walumbwa, Christensen, & Hailey, 2011), job satisfaction (e.g., Giallonardo et al., 2010), job performance (e.g., Lord & Brown, 2004; Grandey et al., 2005), and organizational citizenship behavior (Avolio et al., 2004; Valsania et al., 2012). Previous work has also revealed the effect of leader member exchange on the follower job outcomes of affective commitment (e.g., Wayne et al., 2009; Liden et al., 2000), job satisfaction (e.g., Golden & Veiga, 2008), job performance (e.g., Cogliser et al., 2009), and organizational citizenship behavior (e.g., Ilies et al., 2007).

The second independent variable of this thesis, leader–member exchange (LMX) describes the quality of the reciprocal relationship that is formed between employees and supervisors (Liden, Sparrowe, & Wayne, 1997). LMX theory asserts

that limitations of the supervisor's time and resources restrict the number of high-quality exchange co-operations the supervisor can establish with subordinates. Therefore, the supervisor determines a narrow group of subordinates with whom he or she shares socioemotional resources that will result in augmented reciprocal trust, liking, and esteem. This social exchange relationship ensures that selected subordinates obtain more abundant resources from the supervisor and the supervisor acquires enhanced performance and devotion of competent employees. In contrast, low-quality relationships are restricted to the exchange of determinate contractual resources (Erdogan & Liden, 2002; Liden & Graen, 1980).

Emotions are omnipresent in leader-follower interactions, originating from and also affecting them (Rubin, Munz, & Bommer, 2005; Sy, Côté, & Saavedra, 2005). Because leaders have a deep influence on the activity of organizations and their insiders (Yukl, 2005), leader emotional expositions have solid capacity to affect how their subordinates feel, think, and act (George, 2000). In this thesis, we analyze the moderating effect of leader emotional expressivity on the relationship between the two independent variables, authentic leadership and leader-member exchange, and five follower job outcomes. We tried to see in what ways leader emotional expressivity affects these relationships.

This study differs from the former studies by taking authentic leadership and leader-member exchange together as independent variables and analyzing their effect on the follower job outcomes of affective commitment towards the organization, trust in leader, job satisfaction, job performance, and organizational citizenship behavior (OCB), which is the first main contribution of this thesis to the present leadership literature. The second main contribution of this thesis is to the leadership and emotions literatures by analyzing the moderating effect of leader emotional

expressivity on the effect of authentic leadership and leader member exchange on the five follower job outcomes.

CHAPTER 2

LITERATURE REVIEW

2.1 Authentic leadership

Authenticity can be retraced to ancient Greek philosophy and is expressed by the Greek saying “Know Thyself” which was inscribed in the Temple of Apollo at Delphi (Parke & Wormell, 1956). In fact, the word authentic can be traced back to the Greek word, authento, “to have full power” (Trilling, 1972), meaning that an individual is “the master of his or her own domain” (Kernis & Goldman, 2006). An early reference to authentic functioning is Socrates' focus on self-inquiry as he debated that an “unexamined” life is not worth living. Aristotle pursued with a view of ethics that focused on one's chasing after the “higher good” attained via self-realization when the activity of the soul is aligned with virtue to generate a whole life (Hutchinson, 1995). This self-realization is interconnected with one's well-being or “eudaimonia”, a form of happiness that stems from victoriously accomplishing activities that are associated with one's genuine function, contrary to hedonism which aims at happiness and delight as aspired end states (Kernis & Goldman, 2006). Harter (2002) depicts authenticity as accepting one's individual experiences, together with one's thoughts, emotions, needs, desires, or beliefs. Therefore, it includes being self-aware and acting harmoniously with one's true self by stating what one honestly thinks and believes (Luthans & Avolio, 2003). Although the accession of thorough authenticity is an optimum, Erickson (1995) warns that authenticity should not be thought of as an either/or condition, due to the fact that people are never absolutely authentic or inauthentic. Hence, it is more proper to portray a person as more or less authentic (Gardner et al., 2011).

A variety of definitions of leader authenticity or authentic leadership have been put forward over the years. Some of them are summarized below:

According to Begley's definition (2001), authentic leadership may be thought of as "a metaphor for professionally effective, ethically sound, and consciously reflective practices in educational administration. This is leadership that is knowledge based, values informed, and skillfully executed." (Begley, 2001, p. 353)

George (2003) defines the main capabilities of authentic leaders in his definition: "authentic leaders use their natural abilities, but they also recognize their shortcomings, and work hard to overcome them. They lead with purpose, meaning, and values. They build enduring relationships with people. Others follow them because they know where they stand. They are consistent and self-disciplined. When their principles are tested, they refuse to compromise. Authentic leaders are dedicated to developing themselves because they know that becoming a leader takes a lifetime of personal growth." (p. 12)

Henderson and Hoy (1983) define leadership authenticity and inauthenticity from the point of view of the subordinates: "Leadership authenticity is defined as the extent to which subordinates perceive their leader to demonstrate the acceptance of organizational and personal responsibility for actions, outcomes, and mistakes; to be non-manipulating of subordinates; and to exhibit salience of self over role. Leadership inauthenticity is defined as the extent to which subordinates perceive their leader to be 'passing the buck' and blaming others and circumstances for errors and outcomes; to be manipulative of subordinates; and to be demonstrating a salience of role over self." (Henderson and Hoy, 1983, pp. 67 - 68)

Luthans and Avolio (2003) consider authentic leadership as a process and also define its consequences: "we define authentic leadership in organizations as a

process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development. The authentic leader is confident, hopeful, optimistic, resilient, transparent, moral/ethical future-oriented, and gives priority to developing associates into leaders themselves." (Luthans and Avolio, 2003, p. 243)

Shamir and Eilam (2005) mention in their definition how to distinguish authentic leaders from inauthentic leaders: "[O]ur definition of authentic leaders implies that authentic leaders can be distinguished from less authentic or inauthentic leaders by four self-related characteristics: 1) the degree of person role merger i.e. the salience of the leadership role in their self-concept, 2) the level of self-concept clarity and the extent to which this clarity centers around strongly held values and convictions, 3) the extent to which their goals are self-concordant, and 4) the degree to which their behavior is consistent with their self-concept." (Shamir and Eilam, 2005, p. 399)

Authentic leadership, as proposed by Luthans and Avolio (2003), and further developed by Gardner et al. (2005), is a process by which leaders are deeply aware of how they think and behave, of the context in which they operate, and are perceived by others as being aware of their own and others' values/moral perspectives, knowledge, and strengths (Avolio, Gardner, Walumbwa, Luthans & May, 2004). Thus, authenticity involves both owning one's personal experiences (values, thoughts, emotions and beliefs) and acting in accordance with one's true self (expressing what you really think and believe and behaving accordingly) (Harter, 2002).

First and foremost, an authentic leader must achieve authenticity, as defined above, through self-awareness, self-acceptance, and authentic actions and relationships (Gardner et al, 2005). However, authentic leadership extends beyond the authenticity of the leader as a person to encompass authentic relations with followers and associates. These relationships are characterized by: a) transparency, openness, and trust, b) guidance toward worthy objectives, and c) an emphasis on follower development (Gardner et al, 2005).

While there are several different conceptualizations of authentic leadership, the concept that dominates current theorizing as well as empirical research is the one proposed by Avolio and his colleagues (e.g., Avolio et al. 2004; Gardner et al. 2005). This concept goes beyond the notion of being true to oneself - which all concepts of authentic leadership center on (Liedtka, 2008) - to also include a moral component. More specifically, this concept of authentic leadership comprises four components (Walumbwa et al., 2008): balanced processing, internalized moral perspective, relational transparency, and self-awareness. Balanced processing refers to the fact that the leader objectively analyzes all relevant data before making decisions. This includes processing information that contradicts his/her initial point of view. Internalized moral perspective describes the fact that the leader is guided by internal moral standards and values and acts according to these, even against group, organizational, or societal pressures. Relational transparency refers to presenting one's authentic self (as opposed to a fake or distorted self) to others. This is manifested in behaviors such as openly sharing information and expressing one's true thoughts and feelings in interpersonal interaction, albeit in consideration of contextual factors (i.e., avoiding inappropriate emotional expressions). Finally, self-awareness refers to a process of reaching a deeper understanding of one's strengths

and weaknesses (Gardner et al. 2005). This includes constantly re-assessing one's self-concept through exposure to and feedback from others, and being cognizant of one's impact on other people. In a study conducted in the Middle Eastern countries of Turkey, Iran, Lebanon, Syria, and Jordan, three factors seemed to be of prime value to the development and demonstration of authentic leadership in a work context, which were life experience of the leader, readiness of the followers, and congruence of values of the followers and the leader (Saracer, Karacay-Aydin, Asarkaya and Kabasakal, 2012).

Authentic leadership has been associated with a variety of organizational outcomes such as citizenship behaviors, creativity employee well-being, job satisfaction, moral actions, psychological capital, organizational commitment, sales achievement, voice, work engagement, performance, safety climate, and perceptions of risk (e.g., Giallonardo et al., 2010; Hmieleski et al., 2012; Hsiung, 2012; Nielsen et al., 2013; Peus et al., 2012; Rahimnia and Sharifirad, 2015; Rego et al., 2014; Sendjaya et al., 2014; Spitzmuller and Ilies, 2010; Wang et al., 2014; Wong et al., 2010).

2.2 Leader-member exchange (LMX)

Social exchange theory provides the dominant theoretical basis for LMX (Sparrowe & Liden, 1997). Leader-member exchange theory enounces that an interpersonal relationship develops between supervisors and subordinates against the background of a formal organization (Graen & Cashman, 1975). The relationship is on the basis of social exchange, where each party must offer something the other party sees as worthy and each party must see the exchange as reasonably equitable or fair (Graen & Scandura, 1987: 182).

The fundamental proposition of the leader-member exchange theory is that fluctuations take place in the quality of the relationship between a leader and his or her employees, in such a way that the leader may have a high-quality relationship with one employee and a lousy relationship with another, instead of taking up analogous actions or a leadership behavior embracing all employees considering that leaders lack the time or the want to develop high-quality relationships with everybody (Dansereau et al., 1975; Liden et al., 1997). A high-quality exchange is identified by favorable leadership practices that are suggestive of a social exchange, for example heightened employee job latitude and having a say in decision making, more clear and sincere communication between the employee and the supervisor, and stronger trust and loyalty in between team members (e.g. Cogliser & Schriesheim, 2000; Duchon, Green, & Taber, 1986; Scandura, Graen, & Novak, 1986; Settoon, Bennett, & Liden, 1996). LMX theory portrays this effect as being constituted via phases of relationship building (Graen, 1976; Graen & Scandura, 1987; Graen & Uhl-Bien, 1995; Uhl-Bien et al., 2000). Individuals commence at a "stranger" phase, become acquainted with each other via testing procedures, and consequently, either move ahead to an onward phase of leadership advancement, for instance partnership, or linger at lower ranks of relationship advancement, for example acquaintance or stranger (Graen & Uhl-Bien, 1995; Uhl-Bien et al., 2000). Those who reach more progressed levels of relationship establishment – and therefore constitute more competent relationships with interconnected others such as managers and further superiors, employees, associates, customers, and outer stakeholders – are capable of more adequately executing their duties. More competent, or high-quality, leader-member exchanges are defined as *leadership* instead of as *supervisory* relationships (Dansereau et al., 1975). High-quality relationships are acknowledged as grown

associations subject to consideration, trust, and shared liability for each other (Graen & Uhl-Bien, 1995). These relationships surpass the legal obligations and develop individual power rather than position power or authority (Yukl, 2005). They are further represented by voluntary followership, namely subordinates are guided by intrinsic contrary to extrinsic motivation (Steers et al., 1996). Studies on LMX demonstrate that more effectively established relationships have powerful and favorable correlations with performance, organizational commitment, employee citizenship behavior, job satisfaction, delegation and presence in decision making, and augmented career advancement chances (Gerstner & Day, 1997; Graen & Uhl-Bien, 1995; Liden, Sparrowe, & Wayne, 1997). These relationships stand in a negative relation to turnover, job issues, and role conflict and uncertainty (Dunegan, Uhl-Bien, & Duchon, 1992; Graen & Ginsburgh, 1977).

The advantages of high quality relationships stem from affinitive properties they constitute. These properties contain lasting accountabilities that originate from sensations of appreciation, esteem, and companionship, network connections and contacts involving exclusive attainment of data and opportunities, social dignity, and consideration of powerful persons, and the capacity to enjoy wide knowledge transfers with those around them (Nahapiet & Ghoshal, 1998).

LMX relationships have been demonstrated to alternate depending on the quantity of tangible sources, knowledge, and backup exchanged between the two parties. The higher the perceived worth of the material and immaterial properties exchanged, the greater the quality of the LMX relationship. Previous studies have discovered that quality of exchange was dependent upon significant leader and subordinate behaviors. For instance, LMX has been shown to be positively related with job attitudes and performance appraisals (Dienesch & Liden, 1986; Liden,

Sparrowe & Wayne, 1997). The social exchange view of LMX advocates that the advancement and conservation of favorable LMX relationships take place through high-quality interpersonal exchanges defined by esteem, admiration, and reciprocal liability (e.g., Dulebohn et al., 2012). When the quality of the relationship is high anyway, parties cultivate a great extent of purposive solidarity and confidence on one another (Cogliser et al., 2009).

Leader member exchange theory holds that effective leadership takes place when leaders and followers keep a high-quality exchange relationship described by a high level of reciprocal reliance, consideration, and responsibility (Graen and Scandura, 1987; Graen and Uhl-Bien, 1995). Research has declared that higher degrees of LMX resulted in favorable findings of high-quality relationships for leaders, followers, and organizations, inclusive elevated performance ratings, greater job satisfaction, higher satisfaction with supervisor, greater organizational commitment, and more favorable role perceptions (Gerstner and Day, 1997; Liden et al., 1997; Ilies et al., 2007; Dulebohn et al., 2012; Rockstuhl et al., 2012).

Relationships that do not prosper so strong are regarded as lower quality. These relationships are not as advantageous for the concerned parties or for the entire organization (Gerstner & Day, 1997; Liden et al., 1997). Low-quality LMX relationships are of a more economic or transactional kind, and binary actions hardly advance beyond what is designated in the recruitment agreement. Moreover, they are portrayed as legitimately designated, official transactions built upon restricted trust and in-role interplays (Uhl-Bien et al., 2000). These forms of relationships create management rather than leadership. They are identified by absence of reciprocal appreciation, official downward communications, limited common view, narrow assistance and responsibility for each other, and no reciprocal commitment, as in a

"stranger" relationship (Graen & Uhl-Bien, 1991). Results of studies have pointed out that lower quality relationships are negatively related to satisfaction, organizational citizenship behaviors, and commitment, and are positively related to turnover (Gerstner & Day, 1997).

2.3 Leader emotional expressivity (LEE)

Emotions are omnipresent in leader-follower interactions, originating from and also affecting them (Rubin, Munz, & Bommer, 2005; Sy, Côté, & Saavedra, 2005). Because leaders have a deep influence on the activity of organizations and their insiders (Yukl, 2005), leader emotional expositions have solid capacity to affect how their subordinates feel, think, and act (George, 2000).

A number of studies have declared advantageous influences of positive emotional displays on assessments of leader effectiveness (Gaddis, Connelly, &Mumford, 2004), ratings of charisma and attraction to the leader (Bono & Ilies, 2006), high quality leader-member exchanges (Engle & Lord, 1997) and improved team climate (Pirola-Merlo et al., 2002). Bono and Ilies (2006) found support for mood contagion effect, namely the spreading of positive affect from leaders to followers. Also, Engle and Lord (1997) put forth that positive leader affect is not only contagious, but also builds trust. Positive leader affect has also been linked with better group performance in customer service settings (George, 1995, 1998) and follower engagement in prosocial organizational behaviors (George, 1990).

While relatively greater focus has been placed on positive leader emotions, negative emotions may also play an important role in helping leaders to communicate and implement a vision (Connelly et al., 2002). Negative emotions administer a signaling function (Waples & Connnelly, 2008). Leaders who display

negative emotions are passing possibly motivating messages to followers, such as discontentedness with the current situation, incongruity between the organization's or individual's present and desirable grades of goal attainment (George & Zhou, 2002), or the necessity to withstand and handle outer difficulties (Waples & Connnelly, 2008).

Even if some studies have found negative emotional displays to mitigate apprehensions of leader effectiveness (Glomb & Hulin, 1997; Lewis, 2000), other studies confirmed that negative emotional displays may be more effective. For example, Sy et al. (2005) found that teams with a leader in a negative mood exerted more effort than did teams with a leader in a positive mood. Other research has manifested that a leader's displays of anger boost followers' perceptions of the leader's ability and class (Tiedens, 2001), particularly for male leaders (Lewis, 2000). Besides, displays of anger are frequently more influential in attaining desirable behavior than neutral or happy displays (Van Kleef, De Dreu, & Manstead, 2004).

More generally, research has demonstrated that negative emotions have larger effect sizes than positive emotions within a variety of fields (Taylor, 1991). Negativity bias or greater rating bestowed upon negative information can be cited as examples (Ito, Larsen, Smith & Cacioppo, 1998). Dasborough's (2006) evidence that followers bore in mind and denounced negative leader emotions more frequently and with higher intensity represents this in a leadership circumstance. Despite the fact that negative emotions can have impractical impacts, especially when they deepen emotions of self-threat (Baron, 1990; Gaddis, Connelly & Mumford, 2004; Kluger & DiNisi, 1996), they can also be practical. Negative affect has been associated with greater cognitive performance in various ways, for instance the utilization of

optimizing strategies (Vosburg, 1998), endurance in looking for task related information (Martin, Achee & Ward, 1993), methodical processing of information (Bohner, Bless, Schwarz & Strack, 1988; Clore, Schwartz & Conway, 1994; Kunda, 1999), and substantial assessment and investigation of potential threats and opportunities (Fiedler, 2000; Hirt, Levine, McDonald & Melton, 1997; Vosburg, 1998).

CHAPTER 3

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

In this section, the relation of authentic leadership and leader-member exchange (LMX) to the five follower job outcomes of affective commitment, trust in leader, job satisfaction, job performance, and organizational citizenship behavior (OCB) will be discussed. Furthermore, the moderation of leader emotional expressivity (LEE) between the constructs will be elaborated.

In this study, authentic leadership and leader-member exchange are taken together as independent variables. We see some parallelism between leader member exchange and the definition of authentic leadership by George (2003) which reads: "Authentic leaders use their natural abilities, but they also recognize their shortcomings, and work hard to overcome them. They lead with purpose, meaning, and values. They build enduring relationships with people. Others follow them because they know where they stand. They are consistent and self-disciplined. When their principles are tested, they refuse to compromise. Authentic leaders are dedicated to developing themselves because they know that becoming a leader takes a lifetime of personal growth." We think that all these characteristics of authentic leaders cited in the definition of authentic leadership by George (2003) should induce followers to take their authentic leaders as a role model and therefore voluntarily identify with them, such as in case of high quality leader-member exchanges. As a result, we think that both authentic leadership and high quality leader-member exchanges should have similar favorable effects on follower job outcomes.

However, although authentic leadership and leader-member exchange are expected to have similar effects on follower job outcomes, they are different

concepts. An authentic leader cannot engage in high-quality leader-member exchanges with every employee due to the restrictions of resources and time (Dansereau et al., 1975; Liden et al., 1997), and a leader engaging in high quality exchange relationships with in-group employees does not have to be authentic. For example, a follower who is in the out-group of an authentic leader may consider this leader as being authentic, however engaging in a low level of LMX relationship; whereas the same authentic leader can be regarded by a follower who is in the in-group of this leader as being authentic and also engaging in a high level of LMX relationship. On the other hand, a non-authentic leader can engage in a high level of LMX relationships with in-group employees. Therefore, authentic leadership and leader-member exchange are taken together as separate independent variables, although both variables are expected to have positive contributions ~~on~~to follower job outcomes.

3.1Authentic leadership and follower affective commitment towards the organization

Organizational commitment by followers has been ascertained in a number of studies as a result of authentic leadership (Avolio, Gardner et al., 2004; Jensen & Luthans, 2006; Walumbwa et al., 2008). Affective organizational commitment is defined as the employee's positive sentimental adherence to and identification with the organization (Allen and Meyer, 1990). Avolio and Gardner (2005) put forth that we can comprehend the correlation between authentic leadership and follower affective organizational commitment by means of the hypothetical mechanisms of favorable social exchanges and individual and social identification of the follower with the leader. Authentic leaders communicate in an open and non-defensive way - and therefore exhibit themselves to followers as defenseless (Leroy et al., 2012). This

mutual, reliant relationship among leaders and followers also lay out individual and social identification between followers and leaders (Walumbwa et al., 2011). Followers will recognize, appreciate, and cherish their leader's personality, desires, and demands (personal identification), along with their role-position as a leader and thereof as an ambassador for the entire organization (social identification).

In the Turkish context, a study by Gündoğdu and İslamoğlu (2012) found that there is a positive relationship between authentic leadership and follower job related affective well-being. Again in Turkey, empirical studies by Ayça (2016), Coşar (2011), Gül & Alacalar (2014), and Yaşbay (2011) found a significant positive relationship between authentic leadership and follower affective commitment towards the organization.

Therefore, as a result of the personal and social identification of followers with their authentic leaders, we suggest that they will feel a greater affective commitment towards their organization. Therefore, we came up with the following hypothesis:

Hypothesis 1: Authentic leadership will have a positive contribution to follower affective commitment.

3.2Authentic leadership and follower trust in leader

Rousseau, Sitkin, Burt and Camerer (1998) defined trust as a "psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another" (p. 395). According to Mayer et al. (1995), the best track to comprehend the reason why a certain side will have more or lesser trust is to think about the characteristics of the trustee, who can be a leader, for instance. Mayer et al. (1995) specified three qualities of a trustee that are crucial for the

growth of trust: ability, benevolence, and integrity. Furthermore, according to Dirks & Ferrin (2002), the opinion that a trustor tries to form about the trustee (e.g., a leader) is based on the existence of properties such as honesty, integrity, dependability, credibility, competence, and predictability (Dietz & denHartog, 2006). In addition to these properties, İslamoğlu, Yurtkoru, Börü, and Birsel (2012) found that the dimensions of altruism, compassion, and harmoniousness contributed to the characteristics of a trustworthy person.

Birsel, İslamoğlu, and Börü (2008) stated that trust cannot be demanded from employees but it will be earned incrementally through behaviors and values. Study by Jung and Avolio (2000) proposes that leaders may establish trust by exhibiting personal interest and consideration for followers. Besides, social exchange theory by Blau (1964) posits that a realistic social relationship potentially leads to gestures of goodwill being exchanged, as to the degree of each party voluntarily exceeding obligatory courtesy (Konovsky & Pugh, 1994). As empirical evidence from Turkey, we can refer to the findings of the study by Saracer et al. (2012) which revealed that authentic leadership was recognized as important and valuable in gaining the trust of followers in Middle Eastern countries, including Turkey.

Therefore, in line with the Social Exchange Theory (Blau, 1964), we suggest that because authentic leaders set a good example of exalted ethical norms, justice, and honesty, they will raise the degree of trust of their followers and their readiness to work with the leader for the advantage of the organization. As a result, we came up with the following hypothesis:

Hypothesis 2: Authentic leadership will have a positive contribution to follower trust in leader.

3.3 Authentic leadership and follower job satisfaction

Job satisfaction has been portrayed as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1304). Theory puts forward that authentic leadership should have a positive relation to job satisfaction (Gardner, Avolio, Luthans, et al., 2005). For instance, Ilies et al. (2005) announced that authentic leaders potentially have a favorable effect on followers' behaviors in that this kind of leaders makes sure that followers' self-determination is encouraged. Also, research has indicated that such leaders are more effective at breeding intrinsic employee motivation (Deci, Connell, & Ryan, 1989). By increasing their self-determination and motivation, we put forth that authentic leaders will contribute to their followers' positive job experiences, which will result in greater follower job satisfaction.

The study by Gezer (2015) in the Turkish context found a significant positive relationship between each of the components of authentic leadership, that are relational transparency, internalized moral perspective, balanced processing, and self-awareness, and follower job satisfaction. Also, the study by Ayça (2016) in the Turkish tourism sector revealed that job satisfaction is an outcome of authentic leadership.

Thus, we came up with the following hypothesis:

Hypothesis 3: Authentic leadership will have a positive contribution to follower job satisfaction.

3.4 Authentic leadership and follower job performance

Job performance is defined as the actions and behaviors of individuals that add to organizational goals (Rotundo & Sackett, 2002). Authentic leaders act in pursuance of their values and struggle to reach openness and honesty in their relationships with followers (Gardner et al., 2005; Kernis, 2003). Authentic leaders can set an example and exhibit transparent decision making (Avolio & Gardner, 2005). Setting an example manifests a leader's engagement to his or her work and supplies followers with guidance about how to stay emotionally and physically bonded and mentally awake in the course of job performance. Walumbwa et al. (2011) debated that moral behaviors of authentic leaders eventually lead the way for their followers due to their appeal and trustworthiness as role models, which results in augmented personal identification of followers with their leaders.

Followers of authentic leaders are inclined to ascribe extraordinarily strong positive characteristics to the leaders, adopt their values and credence, and act coherently with them. For instance, Avolio et al. (2004) suggest that the actions of authentic leaders are considered by followers as being conducted by superior ethical norms and described by justice, truthfulness, and integrity when interacting with followers. Consequently, such leaders are capable of arousing values collectively held by their followers through transparency, constructiveness, and superior moral norms. Herewith, in line with the Social Exchange Theory (Blau, 1964), followers' willingness to manifest positive behaviors and their feeling of self-esteem and liability to give back are raised (e.g., Ilies et al., 2005; Yukl, 1994).

Empirical support also affirms the theoretical comprehension of why authentic leaders affect their followers' performance favorably. For instance, Walumbwa et al. (2008, 2011) and Gül and Alacalar (2014) have discovered that

authentic leadership behavior has a positive relation to supervisor-rated job performance. Again, George (2003) found that authentic leaders motivate followers through the agency of modeling and conveying a profound feeling of accountability to transfer favorable outcomes over a long time span. Thus, we suggest the following hypothesis:

Hypothesis 4: Authentic leadership will have a positive contribution to follower job performance.

3.5 Authentic leadership and follower organizational citizenship behavior

Organ (1988) defined Organizational Citizenship Behavior (OCB) as "individual behavior that in the aggregate aids organizational effectiveness, but that is neither a requirement of the individual's job nor directly rewarded by the formal system" (p. 101). Walumbwa et al. (2008) remark that the equable processing of knowledge, openness in relationships, and coherence among values, expressions, and actions manifested by authentic leaders cultivate readiness to exercise voluntary behaviors such as citizenship. Furthermore, Gardner et al. (2011) specify that authentic leadership has been proved to be in harmony with helping behavior which is a constituent of organizational citizenship behavior.

Avolio et al. (2004) put forward that authentic leaders act as role models in that they demonstrate elevated ethical norms, justice, and integrity, and hence inspiring followers to individually identify with them. Personal identification mentions the course by means of which a person's opinions about another, a leader for instance, turn out to be self-defining and self-referential (Kark & Shamir, 2002). As a result, we think that because followers look up to authentic leaders, they will get to consider themselves as truthful persons of elevated ethical norms and

righteousness, and they will mimic their leaders' actions by voluntarily engaging in behaviors, such as helping behavior, that will augment organizational effectiveness. Thus, we come up with the following hypothesis:

Hypothesis 5: Authentic leadership will have a positive contribution to follower organizational citizenship behavior (OCB).

3.6 Leader-member exchange and follower affective commitment towards the organization

Affective organizational commitment is defined as the sentimental adherence to the organization which the employee belongs to and associates with (Allen & Meyer, 1990). In pursuance of the social exchange theory (Blau, 1964), studies mainly discovered that subordinates who observe a social exchange relationship with their organization are more affectively committed towards the organization (e.g. Shore et al., 2006; Song et al., 2009). George (2003) mentions in his definition of authentic leadership that authentic leaders build enduring relationships with people. Due to this quality of authentic leaders, we suppose that their followers will personally and socially identify with them, and as a result of their social identification, they will feel a greater affective commitment towards their organization. When followers personally identify with their leaders, they will recognize, appreciate, and cherish their leader's personality, desires, and demands; when followers socially identify with their leaders, they will regard their leader as an ambassador for the entire organization.

Empirical evidence supports our assumption in that a literature review of 23 studies discovered a common positive relationship between LMX and affective organizational commitment (Wayne et al., 2009). In addition, Garg and Dhar (2014)

brought to light that high-quality LMX led to greater levels of organizational commitment. Also, studies by Ülker (2015), and Şirin (2012) carried out in the Turkish educational sector revealed that there is a positive relationship between LMX and follower affective commitment towards the organization.

Therefore, we come up with the following hypothesis:

Hypothesis 6: Leader-member exchange (LMX) will have a positive contribution to follower affective commitment.

3.7 Leader-member exchange and follower trust in leader

LMX theory is based on vertical dyad linkage theory (VDL) set forth by Graen and his colleagues (e.g. Cashman, Dansereau, Graen, & Haga, 1976; Dansereau, Graen, & Haga, 1975; Graen, 1976; Graen & Cashman, 1975). The fundamental premise of VDL theory was that leaders distinguish among employees in the way they lead them (Graen & Uhl-Bien, 1995) so that the leader forms a much closer relationship with certain employees (in-group) and bestows them more "negotiating latitude" than other employees (out-group) (Cashman et al., 1976; Dansereau et al., 1975). Higher-quality exchanges, which are attributed to in-group relationships, are sincere working relationships characterized by reciprocal trust and support (Liden & Graen, 1980), interpersonal appeal (Dansereau, Graen & Haga, 1975), devotion, and bilateral effect (Dienesch & Liden, 1986).

Studies on interpersonal trust have exclusively described trust as a prospect by an individual or group that the promise of another individual or group can be relied on (Rotter, 1971, 1980). In addition, trust has been defined as a person's voluntariness to be vulnerable to another party whose actions are not under his or her

control (Hosmer, 1995; Zand, 1972) on the basis of the expectation that the other person is qualified, frank, involved, and dependable (Mishra & Spreitzer, 1994).

The underlying premise of social exchange theory is that relationships which supply more benefits than costs, which will bring forth lasting reciprocal trust and appeal (Blau, 1964). Also, social exchange theory enounced that the relationship between supervisors and subordinates transforms into reliable and reciprocal undertakings provided that both parties comply with specific norms of exchange (Cropanzano & Mitchell, 2005). Trust in leaders is established via conducts such as open communication and integrity (Dirks & Ferrin, 2002); namely, followers' trust in leaders deepens the more often the leaders manifest such favorable psychological abilities (Norman et al., 2010).

Thus, we propose the following hypothesis:

Hypothesis 7: Leader-member exchange (LMX) will have a positive contribution to follower trust in leader.

3.8 Leader-member exchange and follower job satisfaction

Job satisfaction has been portrayed as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1304).With respect to Dulebohn et al. (2012), when higher quality LMX relationships are present, job satisfaction should increase because followers make use of the physical and relational advantages of that quality relationship.

LMX researchers defend that leaders manifest diverse leadership behaviors when coping with separate subordinates (e.g. Graen & Cashman, 1975). High-quality LMX employees add more to work accomplishments. Consequently, they obtain higher supervisor consideration and greater encouragement. Low-quality LMX

employees, however, do not have the benefit of such advantageous behaviors and experience a more legit relationship with the supervisor (e.g. Graen & Cashman, 1975).

Social Exchange Theory (Blau, 1964) asserts that two or more sides trade with one another abstract communal expenses and advantages, for instance esteem, dignity, companionship and consideration, expecting that the other side will collaborate correspondingly (Thibault & Kelley, 1959). High-quality LMX employees tend to obtain greater care and help from their supervisors as reciprocity for their diligence. This sort of social exchange will eventually generate higher job satisfaction (Podsakoff et al., 1996). Empirical research has also validated that LMX is positively related to employee job satisfaction (e.g. Graen et al. 1982a,b; Scandura & Graen, 1984; Sparrowe, 1994; Gerstner & Day, 1997).

Numerous studies carried out in the Turkish health, private, educational, and services sectors pointed out a positive relationship between LMX and follower job satisfaction (Cevrioğlu, 2007; Köy, 2011; Bulut, 2012; Ülker, 2015; Akkaya, 2015; Şirin, 2011).

The above discussion leads to the following hypothesis:

Hypothesis 8: Leader-member exchange (LMX) will have a positive contribution to follower job satisfaction.

3.9 Leader-member exchange and follower job performance

Job performance is defined as the actions and behaviors of individuals that add to organizational goals (Rotundo & Sackett, 2002). Employees with high quality LMX relationships may have a greater performance on account of the incorporated backup, feedback, resources, and chances given to them (Feldman, 1986). Employees in high-

quality relationships with leaders may think of themselves as 'in-group members' (Wayne and Green, 1993), and be inclined to bring about inner motivation via identification with supervisors (Farh et al., 2006). Readiness to reciprocate to supervisors and augmented obligation ensure elevated levels of effort, mental resilience and voluntariness to place endeavor in case of coming across hardships, bringing about higher job performance (Bakker et al., 2007; Bakker and Leiter, 2010). In line with the Social Exchange Theory (Blau, 1964), we suppose that followers who consider themselves as "in-group members" will feel the need to reciprocate to the backup, feedback, resources, and chances given to them by their leaders in that they will do their best in order to engage in actions and demonstrate the behaviors that contribute to organizational goals, as in Rotundo and Sackett's (2002) definition of job performance.

As of empirical support to the positive effect of LMX on job performance, we can cite that Cogliser et al. (2009) exhibited that high degrees of LMX are related to enhanced job performance. Likewise, Bauer and Green (1996) discovered a positive relationship between the quality of LMX and member performance. Moreover, Dunegan et al. (1992) demonstrated that LMX and performance are significantly related to each other. Thus, we come up with the following hypothesis:

Hypothesis 9: Leader-member exchange (LMX) will have a positive contribution to follower job performance.

3.10 Leader-member exchange and follower organizational citizenship behavior

Organ (1988) defined Organizational Citizenship Behavior (OCB) as "individual behavior that in the aggregate aids organizational effectiveness, but that is neither a requirement of the individual's job nor directly rewarded by the formal system" (p. 101).

Liden and Graen (1980) stated that subordinates enjoying high-quality LMX relationships make contributions that exceed their formal job obligations, and employees experiencing lower-quality LMX execute the more ordinary duties of a work group, which is parallel to the OCB definitions that denotes behavior that exceeds what is anticipated on the basis of the official recruitment agreement (Bateman & Organ, 1983; Organ, 1990).

Being dyadic relationships identified by trust, affinity, transparent communication, and knowledge sharing between supervisors and their employees, leader-member exchange (LMX) has demonstrated a meaningful impact on organizational citizenship behavior (OCB) (e.g. Ilies, Nahrgang, & Morgeson, 2007; Podsakoff et al., 2000). Former studies have disclosed that LMX is positively associated with support, and engenders liabilities in individuals (Maslyn &Uhl-Bien, 2001), who in turn respond by way of displaying OCB that serve the supervisor and others in the work environment (Liden et al., 1997; Settoon, Bennett, & Liden, 1996). When LMX advances, employees in high-quality exchange experience a distinguished, beneficial relationship with their supervisors. In parallel to the Social Exchange Theory (Blau, 1964), we think that these employees consequently consider themselves indebted to give back the benefits by way of adding to the performance of the work unit and therefore supporting the supervisor by practicing OCB.

In addition, high-quality relationships include transfers of properties that exceed those indicated in the legal specifications. In this manner, employees are more inclined to undertake OCB.

As further empirical evidence, outcomes of field studies have put forth that LMX was positively related to OCB (e.g. Manogram & Conlon, 1993; Wayne & Green, 1993, Wayne et al., 1997). According to Dulebohn et al. (2012), high-quality LMX is correlated with perceived responsibility, and OCBs are a fundamental mechanism for externalizing both perceived responsibility and the mutuality that frequently goes with high-quality LMX relationships.

Studies by Erdem (2008) and Ilgın (2010) carried out in the Turkish health and food sectors, respectively, revealed a positive relationship between LMX and follower OCB.

Therefore, we suggest the following hypothesis:

Hypothesis 10: Leader-member exchange (LMX) will have a positive contribution to follower organizational citizenship behavior (OCB).

3.11 Moderating effects of leader emotional expressivity

Emotions as Social Information (EASI) theory posits that emotional expressions bring about relational outcomes by means of two distinct instruments, namely affective reactions and inferential processes (Van Kleef, 2009; Van Kleef et al., 2012). Affective reactions incorporate mechanisms such as emotional contagion (Hatfield, Cacioppo, & Rapson, 1992), which pertains to the usually robotic and non-conscious mechanism through which individuals acquire the sentimental conditions of others. For instance, one individual's happiness may engender positive sentiments in others. Correspondingly, one individual's anger may provoke mutual anger in

viewers (e.g., Cheshin, Rafaeli, & Bos, 2011; Friedman et al., 2004; Van Kleef, De Dreu, & Manstead, 2004).

George and Bettenhausen (1990) pointed out that service workers were more inclined to assist clients, accomplished greater sales, and had lower turnover rates when their leader showed high state positive affect. The authors based these influences upon emotional contagion among leaders and followers, proposing that employees absorbed the positive temper of the leader and for this reason accomplished their tasks with greater success. Analogously, Gaddis, Connelly, and Mumford (2004) indicated that the affective demeanor in which leaders conveyed failure feedback affected follower performance. When leaders conveyed failure feedback in a positive demeanor, they were regarded as more effective by their followers and induced better team performance than when they conveyed that feedback in a negative demeanor.

In order for leaders to be able to influence their followers in a positive way via their positive emotions, we suggest that they first have to express the emotions that they feel. Since hiding emotional expressions hinder role performance among organizational members (Ozcelik, 2013), followers who do not get much information about their leader's feelings would have a less clear opinion about whether their actions are approved by their leader.

Allen and Meyer (1990) defined affective organizational commitment as the employee's positive sentimental adherence to and identification with the organization. This positive emotional attachment of followers towards their organization is a result of the individual and social identification with their leaders (Avolio and Gardner, 2005) whom they work with as a part of the same organization. In order for an individual to be able to identify with a person, in our case with the

leaders, this person should act as a role model by expressing his/her thoughts and emotions. It should be easier for followers to personally and socially identify with leaders who express their true emotions than with leaders who keep their feelings to themselves. Therefore, we propose that in case of leaders who are lower in authenticity or who engage in a lower level of leader-member exchange, a stronger leader emotional expressivity will compensate for the lack of authenticity or leader-member exchange relationship, and increase the emotional attachment of the followers towards the organization. In contrast, for leaders who are already highly authentic or who engage in a high level of LMX, a strong leader emotional expressivity will be perceived by followers as the leader is expressing an overly-possessive leadership and as the leader is crossing a boundary when interacting with followers.

In sum, we expect that leader emotional expressivity (LEE) will compensate for the negative implications of low leader authenticity or a low level of leader-member exchange (LMX) by encouraging personal and social identification of followers with their leaders, thus follower affective commitment. If a leader lacks authenticity or engages in a low level of leader-member exchange relationship, and if this leader demonstrates a high level of leader emotional expressivity, then this high level of leader emotional expressivity will compensate for the lack of authentic leadership or LMX by increasing follower affective commitment. On the other hand, if a leader is already strongly authentic or already demonstrates a high level of LMX, in this case, a high level of emotional expressivity by the same leader will be perceived by the followers of this leader as intimidating and they will feel that their leader is crossing a boundary when interacting with them. Therefore, followers' affective commitment will again increase, however less strongly as compared to

strongly authentic or strong-LMX leaders who demonstrate a lower level of emotional expressivity. Namely, if strongly authentic leaders or leaders engaging in a high level of LMX relationship with their followers demonstrate a lower level of emotional expressivity, then there will be a more positive relationship between authentic leadership or LMX and follower affective commitment, in comparison to leaders who demonstrate a higher level of emotional expressivity. In other words, if a strongly authentic leader or a high-LMX leader does not express a very high level of emotional expressivity, then follower affective commitment will increase more strongly with increasing leader authenticity or leader-member exchange (LMX). Thus follow the following hypotheses:

H11. The relationship between authentic leadership and follower affective commitment will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower affective commitment is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.

H12. The relationship between leader-member exchange (LMX) and follower affective commitment will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower affective commitment is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.

According to Rousseau et al.'s (1998) definition, trust is a "psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another" (p. 395). Departing from the social exchange theory by Blau (1964), which is based upon the exchange of gestures of goodwill, we suggest that for leaders who try to be viewed by their followers as

"transparent" and enact their true feelings, followers will perceive them as real human beings with sincere feelings and therefore as vulnerable, and so, followers will be able to see the goodwill behind their leaders' actions. As a result, followers' trust in their leaders will be augmented and they will try to reciprocate by expressing their goodwill as well. Therefore, we suggest that in case of leaders who are lower in authenticity or who engage in a lower level of leader-member exchange, a stronger leader emotional expressivity will compensate for the lack of authenticity or leader-member exchange relationship, and increase their perception as being trustworthy leaders by their followers. In contrast, for leaders who are already highly authentic or who engage in a high level of LMX, a strong leader emotional expressivity will be perceived by followers as a leader who is expressing an overly-possessive leadership and as someone who is crossing a boundary when interacting with followers.

In sum, we expect that leader emotional expressivity (LEE) will compensate for the negative implications of low leader authenticity or a low level of leader-member exchange (LMX) by encouraging trust in leader by followers. If a leader lacks authenticity or engages in a low level of leader-member exchange relationship, and if this leader demonstrates a high level of leader emotional expressivity, then this high level of leader emotional expressivity will compensate for the lack of authentic leadership or LMX by increasing follower trust in leader. On the other hand, if a leader is already strongly authentic or already demonstrates a high level of LMX, in this case, a high level of emotional expressivity by the same leader will be perceived by the followers of this leader as intimidating and they will feel that their leader is crossing a boundary when interacting with them. Therefore, followers' trust in leader will again increase, however less strongly as compared to strongly authentic or strong-LMX leaders who demonstrate a lower level of emotional expressivity.

Namely, if strongly authentic leaders or leaders engaging in a high level of LMX relationship with their followers demonstrate a lower level of emotional expressivity, then there will be a more positive relationship between authentic leadership or LMX and follower trust in leader, in comparison to leaders who demonstrate a higher level of emotional expressivity. In other words, if a strongly authentic leader or a high-LMX leader does not express a very high level of emotional expressivity, then follower trust in leader will increase more strongly with increasing leader authenticity or leader-member exchange (LMX). Thus, we came up with the following hypotheses:

H13. The relationship between authentic leadership and follower trust in leader will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower trust in leader is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.

H14. The relationship between leader-member exchange (LMX) and follower trust in leader will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower trust in leader is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.

Locke (1976) defined job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). According to us, emotions are a great way to show how one appraises another's deeds. For example, if a leader shows contentedness towards a follower right after his or her action, the follower will think that this action made the leader happy. Or, vice versa, if an expression of anger by the leader follows a follower's action, the

follower will think that something is wrong with what he or she has just done. On the other hand, followers of leaders who generally act neutral will not know what their leader feels about how they are doing, and therefore will not be able to get the necessary appraisal from their leaders, which is a prerequisite for job satisfaction, according to Locke's definition. Thus, we come up with the suggestion that in case of leaders who are lower in authenticity or who engage in a lower level of leader-member exchange, a stronger leader emotional expressivity will compensate for the lack of authenticity or leader-member exchange relationship, and increase the perceptions of the followers as being appraised by their leaders, which will contribute positively to their job satisfaction. In contrast, for leaders who are already highly authentic or who engage in a high level of LMX, a strong leader emotional expressivity will be perceived by followers as the leader is expressing an overly-possessive leadership and as the leader is crossing a boundary when interacting with followers.

In sum, we expect that leader emotional expressivity (LEE) will compensate for the negative implications of low leader authenticity or a low level of leader-member exchange (LMX) by encouraging follower job satisfaction. If a leader lacks authenticity or engages in a low level of leader-member exchange relationship, and if this leader demonstrates a high level of leader emotional expressivity, then this high level of leader emotional expressivity will compensate for the lack of authentic leadership or LMX by increasing follower job satisfaction. On the other hand, if a leader is already strongly authentic or already demonstrates a high level of LMX, in this case, a high level of emotional expressivity by the same leader will be perceived by the followers of this leader as intimidating and they will feel that their leader is crossing a boundary when interacting with them. Therefore, followers' job

satisfaction will again increase, however less strongly as compared to strongly authentic or strong-LMX leaders who demonstrate a lower level of emotional expressivity. Namely, if strongly authentic leaders or leaders engaging in a high level of LMX relationship with their followers demonstrate a lower level of emotional expressivity, then there will be a more positive relationship between authentic leadership or LMX and follower job satisfaction, in comparison to leaders who demonstrate a higher level of emotional expressivity. In other words, if a strongly authentic leader or a high-LMX leader does not express a very high level of emotional expressivity, then follower job satisfaction will increase more strongly with increasing leader authenticity or leader-member exchange (LMX). Thus, we propose the following hypotheses:

H15. The relationship between authentic leadership and follower job satisfaction will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower job satisfaction is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.

H16. The relationship between leader-member exchange (LMX) and follower job satisfaction will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower job satisfaction is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.

Job performance is defined as the actions and behaviors of individuals that add to organizational goals (Rotundo & Sackett, 2002). According to our assumptions, leaders who express their true emotions will be regarded by their followers as more approachable, and based on personal identification (Kark &

Shamir, 2002); we assume that leaders who express their emotions will be easier for followers to take as an example and to identify with, compared with leaders who keep their true feelings to themselves. Leaders who can act as a role model will also be able to show their followers which actions to take in order to contribute to the objectives of the organization, and as a result of the personal and social identification of followers with their leaders, they will try to mimic their leader's successful actions which will boost their job performance. Therefore, we suggest that in case of leaders who are lower in authenticity or who engage in a lower level of leader-member exchange, a stronger leader emotional expressivity will compensate for the lack of authenticity or leader-member exchange relationship, and increase perception of followers that their leader is approachable and can be identified with, which will positively contribute to their job performance as a result of the personal and social identification with their leader. In contrast, for leaders who are already highly authentic or who engage in a high level of LMX, a strong leader emotional expressivity will be perceived by followers as the leader is expressing an overly-possessive leadership and as the leader is crossing a boundary when interacting with followers.

In sum, we expect that leader emotional expressivity (LEE) will compensate for the negative implications of low leader authenticity or a low level of leader-member exchange (LMX) by encouraging follower job performance. If a leader lacks authenticity or engages in a low level of leader-member exchange relationship, and if this leader demonstrates a high level of leader emotional expressivity, then this high level of leader emotional expressivity will compensate for the lack of authentic leadership or LMX by increasing follower job performance. On the other hand, if a leader is already strongly authentic or already demonstrates a high level of LMX, in

this case, a high level of emotional expressivity by the same leader will be perceived by the followers of this leader as intimidating and they will feel that their leader is crossing a boundary when interacting with them. Therefore, followers' job performance will again increase, however less strongly as compared to strongly authentic or strong-LMX leaders who demonstrate a lower level of emotional expressivity. Namely, if strongly authentic leaders or leaders engaging in a high level of LMX relationship with their followers demonstrate a lower level of emotional expressivity, then there will be a more positive relationship between authentic leadership or LMX and follower job performance, in comparison to leaders who demonstrate a higher level of emotional expressivity. In other words, if a strongly authentic leader or a high-LMX leader does not express a very high level of emotional expressivity, then follower job performance will increase more strongly with increasing leader authenticity or leader-member exchange (LMX). Thus, we propose the following hypotheses:

H17. The relationship between authentic leadership and follower job performance will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower job performance is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.

H18. The relationship between leader-member exchange (LMX) and follower job performance will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower job performance is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.

Organ (1988) defined Organizational Citizenship Behavior (OCB) as "individual behavior that in the aggregate aids organizational effectiveness, but that is neither a requirement of the individual's job nor directly rewarded by the formal system" (p. 101). From this definition, we understand that individuals engage in such behavior "voluntarily" because they do not receive a formal reward for their actions that add to organizational effectiveness. In line with the Social Exchange Theory by Blau (1964), these voluntary actions are taken by followers as gestures of goodwill which should be as a response to the emotional expressivity of leaders because emotionally expressive leaders present their goodwill to their followers by being open to them. Accordingly, we propose that in case of leaders who are lower in authenticity or who engage in a lower level of leader-member exchange, a stronger leader emotional expressivity will compensate for the lack of authenticity or leader-member exchange relationship, and increase the need in followers to engage in OCB. In contrast, for leaders who are already highly authentic or who engage in a high level of LMX, a strong leader emotional expressivity will be perceived by followers as the leader is expressing an overly-possessive leadership and as the leader is crossing a boundary when interacting with followers.

In sum, we expect that leader emotional expressivity (LEE) will compensate for the negative implications of low leader authenticity or a low level of leader-member exchange (LMX) by encouraging follower OCB. If a leader lacks authenticity or engages in a low level of leader-member exchange relationship, and if this leader demonstrates a high level of leader emotional expressivity, then this high level of leader emotional expressivity will compensate for the lack of authentic leadership or LMX by increasing follower OCB. On the other hand, if a leader is already strongly authentic or already demonstrates a high level of LMX, in this case,

a high level of emotional expressivity by the same leader will be perceived by the followers of this leader as intimidating and they will feel that their leader is crossing a boundary when interacting with them. Therefore, followers' OCB will again increase, however less strongly as compared to strongly authentic or strong-LMX leaders who demonstrate a lower level of emotional expressivity. Namely, if strongly authentic leaders or leaders engaging in a high level of LMX relationship with their followers demonstrate a lower level of emotional expressivity, then there will be a more positive relationship between authentic leadership or LMX and follower OCB, in comparison to leaders who demonstrate a higher level of emotional expressivity. In other words, if a strongly authentic leader or a high-LMX leader does not express a very high level of emotional expressivity, then follower OCB will increase more strongly with increasing leader authenticity or leader-member exchange (LMX). Thus, we came up with the following hypotheses:

H19. The relationship between authentic leadership and follower organizational citizenship behavior (OCB) will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and OCB is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.

H20. The relationship between leader-member exchange (LMX) and follower organizational citizenship behavior (OCB) will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and OCB is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.

3.12 Research model

The aim of this study is to test the contribution of authentic leadership and leader-member exchange (LMX) to follower job outcomes of affective commitment towards the organization, trust in leader, job satisfaction, job performance, and OCB. In addition, this study aims to test the moderating effect of the strength of leader emotional expressivity on the relationship between the independent variables authentic leadership and leader-member exchange, and the dependent variables follower affective commitment, trust in leader, job satisfaction, job performance, and organizational citizenship behaviors.

The model depicting the hypothetical relationships is presented in Figure 1.

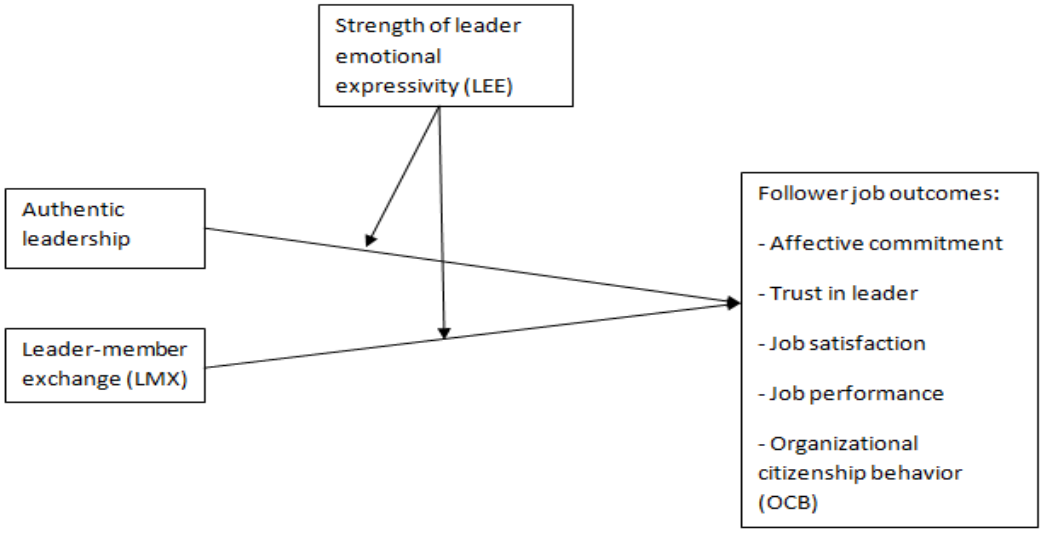

Figure 1. Conceptual model of the study

The list of hypotheses related to the contributions of authentic leadership and leader-member exchange can be found in Table 1.

Table 1. List of Hypotheses for the Contributions of Authentic Leadership and LMX to Follower Job Outcomes

	Hypothesized Statement
H1:	Authentic leadership will have a positive contribution to follower affective commitment.
H2:	Authentic leadership will have a positive contribution to follower trust in leader.
H3:	Authentic leadership will have a positive contribution to follower job satisfaction.
H4:	Authentic leadership will have a positive contribution to follower job performance.
H5:	Authentic leadership will have a positive contribution to follower organizational citizenship behavior (OCB).
H6:	Leader-member exchange (LMX) will have a positive contribution to follower affective commitment.
H7:	Leader-member exchange (LMX) will have a positive contribution to follower trust in leader.
H8:	Leader-member exchange (LMX) will have a positive contribution to follower job satisfaction.
H9:	Leader-member exchange (LMX) will have a positive contribution to follower job performance.
H10:	Leader-member exchange (LMX) will have a positive contribution to follower organizational citizenship behavior (OCB).

The list of hypotheses describing the moderating effect of the strength of leader emotional expressivity can be found in Table 2.

Table 2. List of Hypotheses for the Moderating Effect of the Strength of Leader Emotional Expressivity

	Hypothesized Statement
H11:	The relationship between authentic leadership and follower affective commitment will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower affective commitment is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.
H12:	The relationship between leader-member exchange (LMX) and follower affective commitment will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower affective commitment is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.
H13:	The relationship between authentic leadership and follower trust in leader will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower trust in leader is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.
H14:	The relationship between leader-member exchange (LMX) and follower trust in leader will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower trust in leader is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.
H15:	The relationship between authentic leadership and follower job satisfaction will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower job satisfaction is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.
H16:	The relationship between leader-member exchange (LMX) and follower job satisfaction is moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower job satisfaction is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.
H17:	The relationship between authentic leadership and follower job performance will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower job performance is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.
H18:	The relationship between leader-member exchange (LMX) and follower job performance will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower job performance is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.
H19:	The relationship between authentic leadership and follower organizational citizenship behavior (OCB) will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and OCB is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.
H20:	The relationship between leader-member exchange (LMX) and follower organizational citizenship behavior (OCB) will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and OCB is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.

CHAPTER 4

RESEARCH DESIGN AND METHODOLOGY

Two surveys were undertaken in order to test the hypotheses with the aim of testing both the contribution of the independent variables to the dependent variables and finding out the moderating effect of the strength of leader emotional expressivity on the relationship between the independent variables authentic leadership and leader-member exchange, and the dependent variables affective commitment, trust in leader, job satisfaction, organizational citizenship behaviors, and job performance. In the employee survey, the participants were asked to rate their perception of the authenticity, leader-member exchange, and emotional expressivity of their actual leaders, and then they were asked to rate their own actual level of affective commitment to the organization, trust in leader, and job satisfaction. The employee survey in Turkish can be found in Appendix A, and its English version can be accessed in Appendix B. After the participants completed the employee survey, in the supervisor survey, the actual leader of the participants were asked to rate the job performance of each participants, and the level of engagement of each participant in organizational citizenship behaviors. The supervisor survey in Turkish can be found in Appendix C, and its English version can be accessed in Appendix D.

Authentic Leadership Inventory-ALI by Neider and Schriesheim (2011), Leader-Member Exchange Scale by Scandura and Schriesheim (1994), and Emotional Expressivity Scale by Kring et al. (1994) were utilized for the participants to rate their actual leader. In addition, for the rating of affective commitment to the organization, trust in leader, and job satisfaction, the items of the Affective Commitment Scale by Meyer et al. (1993), Trust in Supervisor Scale by İnelmen

(2009), and the shorter version of by Brayfield & Rothe's (1951) job satisfaction scale, which was shortened to a five item scale by Judge, Locke, Durham, & Kluger (1998), who also defined the original scale as one of the most affective orientated job satisfaction measure, were used, respectively. In order for the leaders to rate the engagement of their followers in organizational citizenship behavior, they were asked to rate the items of Podsakoff et al.'s (1990) Organizational Citizenship Behavior Scale, and for the performance rating, the leaders were asked to rate their followers using the in-role performance scale developed by Williams and Anderson (1991).

For both surveys, namely the employee survey and the supervisor survey, the questions were read to the participants and their answers were recorded on a tablet PC. In order to be able to match the employee and supervisor survey forms, the initials of employees were used.

CHAPTER 5

DATA ANALYSES AND HYPOTHESES TESTING

5.1 Sample

A total of 258 employees working in the services departments from 32 firms and their immediate supervisors were contacted, accounting for a total of 516 responses. The average age of the employees is 28.64, ranging from18 to 62, whereas the average age of their immediate supervisors is 34.83, ranging from 24 to 51. 94 (36.4%) of the contacted employees and 53 (20.5%) of their immediate supervisors are female. 42 (16.3%) of the contacted employees attended only elementary school, 160 (62%) are high school graduates, 54 (20.9%) attended university, and 2 (0.8%) completed higher education. In contrast, 19 (7.4%) of their immediate supervisors finished elementary school, 107 (41.5%) graduated from high school, and 132 (51.2%) are university graduates. For employees, the average working years add up to 8.20, ranging from 1 to 40. Their managers, who were their immediate supervisors, on the other hand, have averagely worked for 15.16 years, ranging from 4 to 30 years. The average tenure of employees is 3.69 years, ranging from a minimum of 1 to a maximum of 20 years. The average tenure of their team leaders is 8.19 years, ranging from 2 to 18 years. 180 (34.9%) of the total of 516 respondents are from the retail industry, 98 (19%) work in the food industry, 96 (18.6%) come from the textile industry, 34 (6.6%) work in the IT sector, 24 (4.7%) are from the electronics industry, 20 (3.9%) work in the financial industry, 16 (3.1%) come from the construction industry, another 16 (3.1%) work in the paper industry, and again another 16 (3.1%) are hired in the agricultural industry, 12 (2.3%) deal with trade, and lastly 4 (0.8%) are employed in customer services.

Table 3summarizes the sample characteristics of the study:

Table 3. Sample Characteristics

Demographic Characteristics N= 258	Mean	S.D.	Category	Frequency	Valid Percent
Employee Demographics					
Age	28.64	7.30			
Gender			Male Female	164 94	63.6% 36.4%
Education			Primary+secondary school High school University Higher education	42 160 54 2	16.3% 62% 20.9% 0.8%
Industry			Retail Customer services F&B Financial services	138 61 49 10	53.5% 23.6% 19% 3.9%
Work experience	8.20	6.84			
Tenure	3.69	3.37			
Leader Demographics					
Age	34.83	5.22			
Gender			Male Female	205 53	79.5% 20.5%
Education			Primary+secondary school High school University Higher education	19 107 132 0	7.4% 41.5% 51.2% 0%
Industry			Retail Customer services F&B Financial services	138 61 49 10	53.5% 23.6% 19.0% 3.9%
Work experience	15.16	6.13			
Tenure	8.19	3.33			

5.2 Exploratory factor analysis (EFA)

Exploratory Factor Analysis (EFA) is conducted in order to find out the strength of the association between the study variables, which involves an exploratory description of the data, or the preparation of the data for further analysis (Janssens et al., 2008, p.245). Therefore, for each of the scale items used to test the hypotheses, an Exploratory Factor Analysis is carried out to see to how many previously unknown dimensions, referred to as variables, the scale items are reduced.

In addition to EFA, the results of KMO Measure of Sampling Adequacy and Bartlett's Test of Sphericity are provided for each scale in order to validate the appropriateness of data for EFA analysis. KMO measure provides information about the patterns and intercorrelations between the variables of the study by indicating their factorability, and Bartlett's test is used for assessing the overall significance of the correlation matrix so that variables of the study are related to each other. If the KMO measure is above the value of 0.50 and Bartlett's test of Sphericity is significant, then EFA is justified (Hair et al., 2010).

As seen in Table 4 below, all 16 items have loadings higher than the threshold limit 0.7, which make all of the items of this scale load under one factor.

Table 4. Factor Analysis Results for Authentic Leadership

Items	Loadings
My leader solicits feedback for improving his/her dealings with others.	.83
My leader clearly states what he/she means.	.85
My leader shows consistency between his/her beliefs and actions.	.82
My leader asks for ideas that challenge his/her core beliefs.	.79
My leader describes accurately the way that others view his/her abilities.	.84
My leader admits mistakes when they occur.	.86
My leader uses his/her core beliefs to make decisions.	.84
My leader carefully listens to alternative perspectives before reaching a conclusion.	.83
My leader shows that he/she understands his/her strengths and weaknesses.	.77
My leader openly shares information with others.	.80
My leader resists pressures on him/her to do things contrary to his/her beliefs.	.81
My leader objectively analyzes relevant data before making a decision.	.83
My leader is clearly aware of the impact he/she has on others.	.82
My leader expresses his/her ideas and thoughts clearly to others.	.82
My leader is guided in his/her actions by internal moral standards.	.83
My leader encourages others to voice opposing points of view.	.84
Variance explained (%) KMO Measure of Sampling Adequacy Bartlett's Test of Sphericity (sig.)	67.76 .96 .00

As demonstrated in Table 5 below, all 12 items of the Leader Member Exchange (LMX) Scale by Scandura and Schriesheim (1994) have loadings higher than threshold limit 0.7, so that all of the items of this scale load under one factor.

Table 5. Factor Analysis Results for Leader Member Exchange (LMX)

Items	Loadings
I like my supervisor very much as a person.	.88
My supervisor is the kind of person one would like to have as a friend.	.85
My supervisor is a lot of fun to work with.	.83
My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.	.81
My supervisor would come to my defense if I were "attacked" by others.	.83
My supervisor would defend me to others in the organization if I made an honest mistake.	.86
I do work for my supervisor that goes beyond what is specified in my job description.	.82
I am willing to apply extra efforts, beyond those normally required, to meet my supervisor's work goals.	.85
I do not mind working my hardest for my supervisor.	.87
I am impressed with my supervisor's knowledge of his/her job.	.87
I respect my supervisor's knowledge of and competence on the job.	.87
I admire my supervisor's professional skills.	.86
Variance explained (%) KMO Measure of Sampling Adequacy Bartlett's Test of Sphericity (sig.)	72.24 .95 .00

As observed in Table 6, all 17 items of the Emotional Expressivity Scale by Kring et al. (1994) have loadings higher than threshold limit 0.7; therefore all of the scale items load under one factor.

Table 6. Factor Analysis Results for Leader Emotional Expressivity (LEE)

Items	Loadings
I think of my leader as emotionally expressive.	.88
People do not think of my leader as an unemotional person.	.83
My leader does not keep his/her feelings to himself/herself.	.84
My leader is not considered indifferent by others.	.80
People can read my leader's emotions.	.86
My leader displays his/her emotions to other people.	.88
My leader doesn't mind to let other people see how he/she is feeling.	.84
My leader is able to cry in front of other people.	.80
Even if my leader is feeling very emotional, he/she lets others see his/her feelings.	.85
Other people are easily able to observe what my leader is feeling.	.85
My leader is emotionally expressive.	.86
Even when my leader is experiencing strong feelings, he/she expresses them outwardly.	.87
My leader can't hide the way he/she is feeling.	.88
Other people believe my leader to be very emotional.	.88
My leader expresses his/her emotions to other people.	.88
The way my leader feels is not different from how others think he/she feels.	.87
My leader does not hold his/her feelings in.	.88
Variance explained (%) KMO Measure of Sampling Adequacy Bartlett's Test of Sphericity (sig.)	73.13 .97 .00

As can be seen in Table 7, all 8 items of the Affective Commitment Scale by Meyer et al. (1993) load under one factor, having loadings higher than threshold limit 0.7.

Table 7. Factor Analysis Results for Affective Commitment

Items	Loadings
I would be very happy to spend the rest of my career with this organization.	.91
I enjoy discussing my organization with people outside it.	.86
I really feel as if this organization's problems are my own.	.84
I do not think that I could easily become as attached to another organization as I am to this one.	.86
I feel like 'part of the family' at my organization.	.88
I feel 'emotionally attached' to this organization.	.88
This organization has a great deal of personal meaning for me.	.87
I feel a strong sense of belonging to my organization.	.87
Variance explained (%) KMO Measure of Sampling Adequacy Bartlett's Test of Sphericity (sig.)	75.74 .93 .00

As seen in Table 8, all 8 items of the Trust in Supervisor Scale by İnelmen (2009) load under one factor with loadings greater than threshold limit 0.7.

Table 8. Factor Analysis Results for Trust in Supervisor

Items	Loadings
I know that my supervisor would reward me when I do something successful.	.82
I believe that my supervisor evaluates me only with my job performance.	.81
I have confidence that my supervisor would protect me when I am right.	.88
I believe that my supervisor deserves his/her position.	.88
There are some job related matters which I would rather consult with my supervisor rather than with my supervisor's manager.	.85
What my supervisor say and does, totally overlaps.	.88
I do not feel uneasy with my supervisor's authority.	.83
I have confidence in my supervisor's requests and suggestions.	.89
Variance explained (%) KMO Measure of Sampling Adequacy Bartlett's Test of Sphericity (sig.)	73.05 .92 .00

As observed in Table 9, all 5 items of the Job Satisfaction Scale by Judge et al. (1998) load under one factor, due to loadings above threshold limit 0.7.

Table 9. Factor Analysis Results for Job Satisfaction

Items	Loadings
I am fairly well satisfied with my job.	.89
Most days I am enthusiastic about my work.	.91
Each day of work seems like it passes by fast.	.91
I find real enjoyment in my work.	.93
I consider my job pleasant.	.93
Variance explained (%) KMO Measure of Sampling Adequacy Bartlett's Test of Sphericity (sig.)	83.30 .90 .00

As demonstrated in the above Table 10, all 21 items of the In-role Performance Scale by Williams and Anderson (1991) have loadings higher than threshold limit 0.7, thus loading under one factor.

Table 10. Factor Analysis Results for Job Performance

Items	Loadings
Adequately completes assigned duties	.91
Fulfills responsibilities specified in job description	.89
Performs tasks that are expected of him/her	.90
Meets formal performance requirements of the job	.88
Engages in activities that will directly affect his/her performance	.87
Does not neglect aspects of the job he/she is obligated to perform	.86
Does not fail to perform essential duties	.83
Variance explained (%) KMO Measure of Sampling Adequacy Bartlett's Test of Sphericity (sig.)	76.83 .92 .00

Table 11 shows factor loading of the Organizational Citizenship Behavior (OCB) Scale by Podsakoff et al. (1990). All 24 items of this scale load under one factor, with factor loadings that exceed the threshold limit 0.7.

Table 11. Factor Analysis Results for Organizational Citizenship Behavior (OCB)

Items	Loadings
Helps others who have heavy work load	.87
Does his/her job without constant requests from his/her boss	.86
Believes in giving an honest day's work for an honest day's pay	.88
Does not waste time complaining about trivial matters	.85
Tries to avoid creating problems for co-workers	.87
Keeps abreast of changes in the organization	.86
Does not tend to magnify problems	.83
Considers the impact of his/her actions on co-workers	.84
Attends meetings that are not mandatory, but important	.85
Is always ready to give a helping hand to those around him/her	.87
Attends functions that are not required, but help the company image	.83
Reads and keeps up with organization announcements, memos, and so on	.84
Helps others who have been absent	.87
Respects the rights of people that work with him/her	.87
Willingly helps others who have work related problems	.86
Always focuses on what is right, rather than what is wrong	.86
Takes steps to try to avoid problems with other workers	.85
His/her attendance at work is above the norm	.87
Does not always find fault with what the organization is doing	.84
Is mindful of how his/her behavior affects other people's jobs	.86
Does not take extra breaks	.87
Respects company rules and policies even when no one is watching him/her	.84
Guides new people even though it is not required	.87
Is one of the most conscientious employees	.86
Variance explained (%) KMO Measure of Sampling Adequacy Bartlett's Test of Sphericity (sig.)	73.55 .97 .00

5.3 Testing for reliability

Reliability is the extent to which scales give consistent results on repeated trials. It demonstrates internal consistency, whose level is reflected by Cronbach's alpha measure. Internal consistency requires that individual items or indicators of the scale should all be measuring the same construct and therefore need to be highly intercorrelated (Hair et al., 2010).

Table 12 summarizes the Cronbach's Alpha values used for the calculation of the reliabilities for all the scale items used to test the hypotheses. For high internal

consistency, Cronbach's alpha is expected to be above the threshold limit 0.70 (Hair et al., 2010).

As seen in Table 12, all the scale items have high reliabilities that are greater than 0.9. Therefore, no items of the used scales were deleted.

Table 12. Reliability Results for Study Variables

Variable	Number of Items	Cronbach's Alpha
Authentic leadership	16	.97
Leader member exchange (LMX)	12	.97
Leader emotional expressivity (LEE)	17	.98
Affective commitment	8	.95
Trust in leader	8	.95
Job satisfaction	5	.95
Performance	7	.95
Organizational Citizenship Behaviors (OCB)	24	.98

5.4 Confirmatory factor analysis (CFA)

A confirmatory factor analysis (CFA) was conducted using AMOS 20.0 to assess construct validity. The visual diagram of CFA, which depicts the measurement theory of the present research, was drawn in the input editor of AMOS 20.0 and is shown in Figure 2 below:

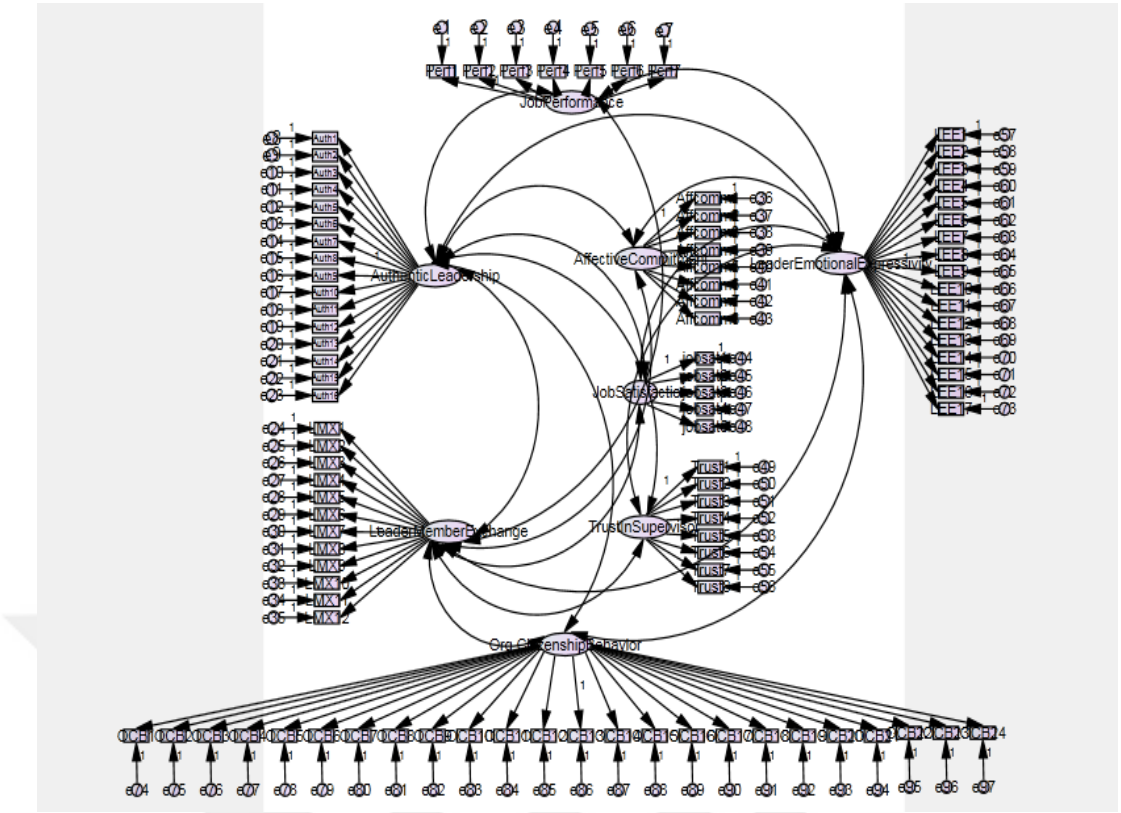

Figure 2. Visual depiction of the measurement model

The Goodness of Fit Index (GFI) of this model is .89, its Comparative Fit Index (CFI) is .84, and its Normed Fit Index (NFI) is again .84.

Convergent validity indicates the degree to which two different indicators of a latent variable confirm one another. A first (weaker) condition is that each of the loadings is significant, namely all of the C.R. > 1.96 (Janssens et al., 2008). C.R. values can be observed in Tables 13-20 below. As observed, all C.R. values are greater than 1.96.

Table 13. Regression Weights of the Measurement Model for Authentic Leadership

			Estimate	S.E.	C.R.	P
Auth8	<---	AuthenticLeadership	1.00			
Auth7	<---	AuthenticLeadership	1.07	.09	11.48	***
Auth6	<---	AuthenticLeadership	1.22	.10	12.18	***
Auth5	<---	AuthenticLeadership	1.23	.10	11.68	***
Auth4	<---	AuthenticLeadership	.92	.09	10.40	***
Auth3	<---	AuthenticLeadership	.99	.09	11.10	***
Auth2	<---	AuthenticLeadership	1.14	.10	11.86	***
Auth1	<---	AuthenticLeadership	1.12	.10	11.61	***
Auth9	<---	AuthenticLeadership	.85	.09	10.09	***
Auth10	<---	AuthenticLeadership	1.08	.10	10.57	***
Auth11	<---	AuthenticLeadership	1.06	.09	11.15	***
Auth12	<---	AuthenticLeadership	1.03	.09	11.32	***
Auth13	<---	AuthenticLeadership	1.06	.09	11.15	***
Auth14	<---	AuthenticLeadership	1.02	.09	11.05	***
Auth15	<---	AuthenticLeadership	1.13	.10	11.53	***
Auth16	<---	AuthenticLeadership	1.12	.09	11.81	***

Table 14. Regression Weights of the Measurement Model for Leader-Member Exchange (LMX)

			Estimate	S.E.	C.R.	P
LMX8	<---	LeaderMemberExchange	1.00			
LMX7	<---	LeaderMemberExchange	.97	.08	11.83	***
LMX6	<---	LeaderMemberExchange	.98	.08	12.10	***
LMX5	<---	LeaderMemberExchange	.92	.08	11.36	***
LMX4	<---	LeaderMemberExchange	.93	.08	11.04	***
LMX3	<---	LeaderMemberExchange	.96	.08	11.36	***
LMX2	<---	LeaderMemberExchange	.95	.08	11.91	***
LMX1	<---	LeaderMemberExchange	.99	.07	12.50	***
LMX9	<---	LeaderMemberExchange	1.04	.08	12.91	***
LMX10	<---	LeaderMemberExchange	1.06	.08	12.84	***
LMX11	<---	LeaderMemberExchange	.99	.07	12.78	***
LMX12	<---	LeaderMemberExchange	1.01	.08	12.51	***

Table 15. Regression Weights of the Measurement Model for Leader Emotional Expressivity (LEE)

			Estimate	S.E.	C.R.	P
LEE9	<---	LeaderEmotionalExpressivity	1.00			
LEE10	<---	LeaderEmotionalExpressivity	1.02	.06	17.10	***
LEE11	<---	LeaderEmotionalExpressivity	1.00	.06	17.68	***
LEE12	<---	LeaderEmotionalExpressivity	.99	.06	17.87	***
LEE13	<---	LeaderEmotionalExpressivity	1.07	.06	18.50	***
LEE14	<---	LeaderEmotionalExpressivity	1.01	.06	18.16	***
LEE15	<---	LeaderEmotionalExpressivity	1.01	.06	18.19	***
LEE16	<---	LeaderEmotionalExpressivity	1.01	.06	18.01	***
LEE8	<---	LeaderEmotionalExpressivity	1.03	.07	15.40	***
LEE7	<---	LeaderEmotionalExpressivity	.99	.06	16.77	***
LEE6	<---	LeaderEmotionalExpressivity	1.05	.06	18.14	***
LEE5	<---	LeaderEmotionalExpressivity	1.09	.07	17.75	***
LEE4	<---	LeaderEmotionalExpressivity	.86	.06	15.30	***
LEE3	<---	LeaderEmotionalExpressivity	.88	.06	16.73	***
LEE2	<---	LeaderEmotionalExpressivity	.89	.06	16.39	***
LEE1	<---	LeaderEmotionalExpressivity	1.01	.06	18.04	***
LEE17	<---	LeaderEmotionalExpressivity	.98	.06	18.63	***

Table 16. Regression Weights of the Measurement Model for Follower Affective Commitment

			Estimate	S.E.	C.R.	P
Affcomm1	<---	AffectiveCommitment	1.00			
Affcomm2	<---	AffectiveCommitment	.83	.04	19.14	***
Affcomm3	<---	AffectiveCommitment	.76	.04	18.04	***
Affcomm4	<---	AffectiveCommitment	.84	.04	19.16	***
Affcomm5	<---	AffectiveCommitment	.92	.05	20.67	***
Affcomm6	<---	AffectiveCommitment	.93	.05	20.03	***
Affcomm7	<---	AffectiveCommitment	.86	.04	19.85	***
Affcomm8	<---	AffectiveCommitment	.82	.04	19.51	***

Table 17. Regression Weights of the Measurement Model for Follower Trust in Leader

			Estimate	S.E.	C.R.	P
Trust1	<---	TrustInLeader	1.00			
Trust2	<---	TrustInLeader	.98	.07	13.55	***
Trust3	<---	TrustInLeader	1.08	.07	15.50	***
Trust4	<---	TrustInLeader	1.07	.07	15.76	***
Trust5	<---	TrustInLeader	1.00	.07	14.99	***
Trust6	<---	TrustInLeader	1.06	.07	15.68	***
Trust7	<---	TrustInLeader	1.00	.07	14.47	***
Trust8	<---	TrustInLeader	1.13	.07	15.88	***

Table 18. Regression Weights of the Measurement Model for Follower Job Satisfaction

			Estimate	S.E.	C.R.	P
jobsat1	<---	JobSatisfaction	1.00			
jobsat2	<---	JobSatisfaction	1.03	.06	18.59	***
jobsat3	<---	JobSatisfaction	1.01	.05	18.76	***
jobsat4	<---	JobSatisfaction	1.04	.05	20.43	***
jobsat5	<---	JobSatisfaction	1.03	.05	20.85	***

Table 19. Regression Weights of the Measurement Model for Follower Job Performance

			Estimate	S.E.	C.R.	P
Perf1	<---	JobPerformance	1.00			
Perf2	<---	JobPerformance	.96	.06	23.90	***
Perf3	<---	JobPerformance	.96	.06	23.30	***
Perf4	<---	JobPerformance	.98	.06	21.19	***
Perf5	<---	JobPerformance	.98	.06	18.94	***
Perf6	<---	JobPerformance	1.04	.06	18.13	***
Perf7	<---	JobPerformance	1.06	.06	16.69	***

Table 20. Regression Weights of the Measurement Model for Follower Organizational Citizenship Behavior (OCB)

			Estimate	S.E.	C.R.	P
OCB13	<---	Org.CitizenshipBehavior	1.00			
OCB12	<---	Org.CitizenshipBehavior	.85	.05	17.98	***
OCB11	<---	Org.CitizenshipBehavior	.90	.05	17.52	***
OCB10	<---	Org.CitizenshipBehavior	.95	.05	19.39	***
OCB9	<---	Org.CitizenshipBehavior	1.02	.06	18.32	***
OCB8	<---	Org.CitizenshipBehavior	.98	.05	18.22	***
OCB7	<---	Org.CitizenshipBehavior	.92	.05	17.68	***
OCB6	<---	Org.CitizenshipBehavior	1.03	.06	18.64	***
OCB14	<---	Org.CitizenshipBehavior	1.00	.05	19.59	***
OCB15	<---	Org.CitizenshipBehavior	.96	.05	18.92	***
OCB16	<---	Org.CitizenshipBehavior	1.00	.05	19.02	***
OCB17	<---	Org.CitizenshipBehavior	1.01	.05	18.56	***
OCB18	<---	Org.CitizenshipBehavior	1.06	.05	19.59	***
OCB19	<---	Org.CitizenshipBehavior	.92	.05	17.83	***
OCB20	<---	Org.CitizenshipBehavior	.99	.05	18.86	***
OCB21	<---	Org.CitizenshipBehavior	1.07	.06	19.26	***
OCB5	<---	Org.CitizenshipBehavior	1.03	.05	19.53	***
OCB4	<---	Org.CitizenshipBehavior	1.04	.06	18.43	***
OCB3	<---	Org.CitizenshipBehavior	1.12	.06	19.60	***
OCB2	<---	Org.CitizenshipBehavior	1.00	.05	18.98	***
OCB1	<---	Org.CitizenshipBehavior	1.03	.05	19.29	***
OCB22	<---	Org.CitizenshipBehavior	.87	.05	18.17	***
OCB23	<---	Org.CitizenshipBehavior	1.03	.05	19.53	***
OCB24	<---	Org.CitizenshipBehavior	1.03	.05	18.98	***

A stricter condition for convergent validity is that the correlation between each indicator and the corresponding latent variable is greater than 0.50 (Janssens et al., 2008). The standardized regression coefficients can be seen in Tables 21-28 below. As the table depicts, all standardized regression coefficients are above the threshold 0.50.

Table 21. Standardized Regression Weights of the Measurement Model for Authentic Leadership

			Estimate
Auth1	<---	AuthenticLeadership	.83
Auth2	<---	AuthenticLeadership	.84
Auth3	<---	AuthenticLeadership	.80
Auth4	<---	AuthenticLeadership	.77
Auth5	<---	AuthenticLeadership	.83
Auth6	<---	AuthenticLeadership	.85
Auth7	<---	AuthenticLeadership	.82
Auth8	<---	AuthenticLeadership	.81
Auth9	<---	AuthenticLeadership	.75
Auth10	<---	AuthenticLeadership	.77
Auth11	<---	AuthenticLeadership	.80
Auth12	<---	AuthenticLeadership	.81
Auth13	<---	AuthenticLeadership	.81
Auth14	<---	AuthenticLeadership	.80
Auth15	<---	AuthenticLeadership	.82
Auth16	<---	AuthenticLeadership	.83

Table 22. Standardized Regression Weights of the Measurement Model for Leader-Member Exchange (LMX)

			Estimate
LMX1	<---	LeaderMemberExchange	.85
LMX2	<---	LeaderMemberExchange	.83
LMX3	<---	LeaderMemberExchange	.81
LMX4	<---	LeaderMemberExchange	.79
LMX5	<---	LeaderMemberExchange	.81
LMX6	<---	LeaderMemberExchange	.84
LMX7	<---	LeaderMemberExchange	.82
LMX8	<---	LeaderMemberExchange	.84
LMX9	<---	LeaderMemberExchange	.86
LMX10	<---	LeaderMemberExchange	.86
LMX11	<---	LeaderMemberExchange	.86
LMX12	<---	LeaderMemberExchange	.85

Table 23. Standardized Regression Weights of the Measurement Model for Leader Emotional Expressivity (LEE)

			Estimate
LEE1	<---	LeaderEmotionalExpressivity	.86
LEE2	<---	LeaderEmotionalExpressivity	.82
LEE3	<---	LeaderEmotionalExpressivity	.83
LEE4	<---	LeaderEmotionalExpressivity	.78
LEE5	<---	LeaderEmotionalExpressivity	.86
LEE6	<---	LeaderEmotionalExpressivity	.87
LEE7	<---	LeaderEmotionalExpressivity	.83
LEE8	<---	LeaderEmotionalExpressivity	.78
LEE9	<---	LeaderEmotionalExpressivity	.83
LEE10	<---	LeaderEmotionalExpressivity	.84
LEE11	<---	LeaderEmotionalExpressivity	.86
LEE12	<---	LeaderEmotionalExpressivity	.86
LEE13	<---	LeaderEmotionalExpressivity	.88
LEE14	<---	LeaderEmotionalExpressivity	.87
LEE15	<---	LeaderEmotionalExpressivity	.87
LEE16	<---	LeaderEmotionalExpressivity	.86
LEE17	<---	LeaderEmotionalExpressivity	.88

Table 24. Standardized Regression Weights of the Measurement Model for Follower Affective Commitment

			Estimate
Affcomm1	<---	AffectiveCommitment	.91
Affcomm2	<---	AffectiveCommitment	.84
Affcomm3	<---	AffectiveCommitment	.81
Affcomm4	<---	AffectiveCommitment	.84
Affcomm5	<---	AffectiveCommitment	.87
Affcomm6	<---	AffectiveCommitment	.85
Affcomm7	<---	AffectiveCommitment	.85
Affcomm8	<---	AffectiveCommitment	.84

Table 25. Standardized Regression Weights of the Measurement Model for Follower Trust in Leader

			Estimate
Trust1	<---	TrustInLeader	.79
Trust2	<---	TrustInLeader	.78
Trust3	<---	TrustInLeader	.86
Trust4	<---	TrustInLeader	.86
Trust5	<---	TrustInLeader	.83
Trust6	<---	TrustInLeader	.86
Trust7	<---	TrustInLeader	.81
Trust8	<---	TrustInLeader	.87

Table 26. Standardized Regression Weights of the Measurement Model for Follower Job Satisfaction

			Estimate
jobsat1	<---	JobSatisfaction	.86
jobsat2	<---	JobSatisfaction	.88
jobsat3	<---	JobSatisfaction	.88
jobsat4	<---	JobSatisfaction	.91
jobsat5	<---	JobSatisfaction	.92

Table 27. Standardized Regression Weights of the Measurement Model for Follower Job Performance

			Estimate
Perf1	<---	Performance	.92
Perf2	<---	Performance	.90
Perf3	<---	Performance	.89
Perf4	<---	Performance	.86
Perf5	<---	Performance	.82
Perf6	<---	Performance	.80
Perf7	<---	Performance	.77

Table 28. Standardized Regression Weights of the Measurement Model for Organizational Citizenship Behavior (OCB)

			Estimate
OCB1	<---	Org.CitizenshipBehavior	.86
OCB2	<---	Org.CitizenshipBehavior	.86
OCB3	<---	Org.CitizenshipBehavior	.87
OCB4	<---	Org.CitizenshipBehavior	.84
OCB5	<---	Org.CitizenshipBehavior	.87
OCB6	<---	Org.CitizenshipBehavior	.85
OCB7	<---	Org.CitizenshipBehavior	.82
OCB8	<---	Org.CitizenshipBehavior	.84
OCB9	<---	Org.CitizenshipBehavior	.84
OCB10	<---	Org.CitizenshipBehavior	.87
OCB11	<---	Org.CitizenshipBehavior	.82
OCB12	<---	Org.CitizenshipBehavior	.83
OCB13	<---	Org.CitizenshipBehavior	.87
OCB14	<---	Org.CitizenshipBehavior	.87
OCB15	<---	Org.CitizenshipBehavior	.86
OCB16	<---	Org.CitizenshipBehavior	.86
OCB17	<---	Org.CitizenshipBehavior	.85
OCB18	<---	Org.CitizenshipBehavior	.87
OCB19	<---	Org.CitizenshipBehavior	.83
OCB20	<---	Org.CitizenshipBehavior	.85
OCB21	<---	Org.CitizenshipBehavior	.86
OCB22	<---	Org.CitizenshipBehavior	.83
OCB23	<---	Org.CitizenshipBehavior	.87
OCB24	<---	Org.CitizenshipBehavior	.85
OCB1	<---	Org.CitizenshipBehavior	.86
OCB2	<---	Org.CitizenshipBehavior	.86
OCB3	<---	Org.CitizenshipBehavior	.87
OCB4	<---	Org.CitizenshipBehavior	.84
OCB5	<---	Org.CitizenshipBehavior	.87
OCB6	<---	Org.CitizenshipBehavior	.85
OCB7	<---	Org.CitizenshipBehavior	.82

Reliability must always be verified after convergent validity, because a model may be reliable without it being convergent valid (Janssens et al., 2008). The reliability is determined on the basis of the composite reliability whose formula is provided below:

$$\text{Composite reliability} = \frac{(\Sigma \text{ standardized loadings})^2}{(\Sigma \text{ standardized loadings})^2 + \Sigma \text{ measurement errors}}$$

The guideline is that composite reliability must be higher than .70 (Janssens et al., 2008). Compared with Cronbach's alpha calculated in the previous section, the composite reliability is slightly higher.

Another criterion for the reliability of a latent variable is the variance extracted criterion. This criterion shows which part of the collective variance of the indicators may be found in the latent variable (Janssens et al., 2008). The formula for the calculation of variance extracted is given below:

$$\text{Variance extracted} = \frac{\Sigma(\text{standardized loadings})^2}{\Sigma(\text{standardized loadings})^2 + \Sigma \text{ measurement errors}}$$

Composite reliabilities and variances extracted for the study constructs can be seen in Tables 29-36 below:

Table 29. Composite Reliability and Average Variance Extracted (AVE) for Authentic Leadership

		Standardized regression weight	Squared multiple correlation	1-squared multiple correlation	AVE	Composite reliability
Authentic leadership	Auth1	0.83	0.68	0.32	0.66	0.97
	Auth2	0.84	0.70	0.30		
	Auth3	0.80	0.64	0.36		
	Auth4	0.77	0.59	0.41		
	Auth5	0.83	0.69	0.31		
	Auth6	0.85	0.73	0.27		
	Auth7	0.82	0.67	0.33		
	Auth8	0.81	0.66	0.34		
	Auth9	0.75	0.56	0.44		
	Auth10	0.77	0.60	0.40		
	Auth11	0.80	0.65	0.35		
	Auth12	0.81	0.66	0.34		
	Auth13	0.81	0.65	0.35		
	Auth14	0.80	0.64	0.36		
	Auth15	0.82	0.68	0.32		
	Auth16	0.84	0.70	0.30		
	sum	12.95	10.49	5.51		

Table 30. Composite Reliability and Average Variance Extracted (AVE) for Leader Member Exchange (LMX)

		Standardized regression weight	Squared multiple correlation	1-squared multiple correlation	AVE	Composite reliability
LMX	LMX1	0.85	0.73	0.27	0.70	0.97
	LMX2	0.83	0.69	0.31		
	LMX3	0.81	0.65	0.35		
	LMX4	0.79	0.63	0.37		
	LMX5	0.81	0.65	0.35		
	LMX6	0.84	0.70	0.30		
	LMX7	0.82	0.67	0.33		
	LMX8	0.84	0.71	0.29		
	LMX9	0.86	0.74	0.26		
	LMX10	0.86	0.74	0.26		
	LMX11	0.86	0.73	0.27		
	LMX12	0.85	0.72	0.28		
	sum	10.02	8.37	3.63		

Table 31. Composite Reliability and Average Variance Extracted (AVE) for Leader Emotional Expressivity (LEE)

		Standardized regression weight	Squared multiple correlation	1-squared multiple correlation	AVE	Composite reliability
LMX	LMX1	0.85	0.73	0.27	0.70	0.97
	LMX2	0.83	0.69	0.31		
	LMX3	0.81	0.65	0.35		
	LMX4	0.79	0.63	0.37		
	LMX5	0.81	0.65	0.35		
	LMX6	0.84	0.70	0.30		
	LMX7	0.82	0.67	0.33		
	LMX8	0.84	0.71	0.29		
	LMX9	0.86	0.74	0.26		
	LMX10	0.86	0.74	0.26		
	LMX11	0.86	0.73	0.27		
	LMX12	0.85	0.72	0.28		
	sum	10.02	8.37	3.63		

Table 32. Composite Reliability and Average Variance Extracted (AVE) for Affective Commitment

		Standardized regression weight	Squared multiple correlation	1-squared multiple correlation	AVE	Composite reliability
Affective commitment	AC1	0.91	0.82	0.18	0.72	0.95
	AC2	0.84	0.70	0.30		
	AC3	0.81	0.66	0.34		
	AC4	0.84	0.71	0.29		
	AC5	0.87	0.76	0.25		
	AC6	0.85	0.72	0.28		
	AC7	0.85	0.71	0.29		
	AC5	0.84	0.71	0.29		
	sum	6.80	5.78	2.22		

Table 33. Composite Reliability and Average Variance Extracted (AVE) for Trust in Leader

		Standardized regression weight	Squared multiple correlation	1-squared multiple correlation	AVE	Composite reliability
Trust	Trust1	0.79	0.62	0.38	0.69	0.95
	Trust2	0.78	0.61	0.39		
	Trust3	0.86	0.74	0.27		
	Trust4	0.86	0.74	0.26		
	Trust5	0.83	0.69	0.31		
	Trust6	0.86	0.74	0.26		
	Trust7	0.81	0.66	0.34		
	Trust8	0.87	0.76	0.24		
	sum	6.66	5.55	2.46		

Table 34. Composite Reliability and Average Variance Extracted (AVE) for Job Satisfaction

		Standardized regression weight	Squared multiple correlation	1-squared multiple correlation	AVE	Composite reliability
Job satisfaction	Jobsat1	0.86	0.75	0.26	0.79	0.95
	Jobsat2	0.88	0.78	0.22		
	Jobsat3	0.88	0.77	0.23		
	Jobsat4	0.91	0.83	0.17		
	Jobsat5	0.92	0.84	0.16		
	sum	4.45	3.96	1.04		

Table 35. Composite Reliability and Average Variance Extracted (AVE) for Job Performance

		Standardized regression weight	Squared multiple correlation	1-squared multiple correlation	AVE	Composite reliability
Job performance	Perf1	0.92	0.85	0.15	0.72	0.95
	Perf2	0.85	0.72	0.28		
	Perf3	0.89	0.79	0.21		
	Perf4	0.86	0.74	0.26		
	Perf5	0.82	0.67	0.33		
	Perf6	0.80	0.64	0.36		
	Perf7	0.77	0.59	0.41		
	sum	5.91	5.00	2.00		

Table 36. Composite Reliability and Average Variance Extracted (AVE) for Organizational Citizenship Behavior (OCB)

		Standardized regression weight	Squared multiple correlation	1-squared multiple correlation	AVE	Composite reliability
OCB	OCB1	0.86	0.74	0.26	0.72	0.98
	OCB2	0.86	0.73	0.27		
	OCB3	0.87	0.76	0.24		
	OCB4	0.84	0.72	0.29		
	OCB5	0.87	0.75	0.25		
	OCB6	0.85	0.75	0.28		
	OCB7	0.82	0.68	0.32		
	OCB8	0.84	0.70	0.30		
	OCB9	0.84	0.71	0.29		
	OCB10	0.87	0.75	0.25		
	OCB11	0.82	0.67	0.33		
	OCB12	0.83	0.69	0.31		
	OCB13	0.87	0.75	0.25		
	OCB14	0.87	0.76	0.24		
	OCB15	0.86	0.73	0.27		
	OCB16	0.86	0.73	0.27		
	OCB17	0.85	0.72	0.28		
	OCB18	0.87	0.75	0.25		
	OCB19	0.83	0.69	0.31		
	OCB20	0.85	0.73	0.27		
	OCB21	0.86	0.74	0.26		
	OCB22	0.83	0.70	0.30		
	OCB23	0.87	0.75	0.25		
	OCB24	0.85	0.73	0.27		
	sum	20.42	17.38	6.62		

As observed in the tables above, the composite construct reliabilities for all constructs are above 0.90, and all variances extracted are above 0.60, which is higher than the threshold of 0.50 (Janssens et al., 2008). Therefore, we can conclude that all constructs of this research are reliable.

Discriminant validity is achieved when the correlation between constructs differs significantly from 1 or when the Chi-square difference test indicates that two constructs are not perfectly correlated (Janssens et al., 2008). Table 37 presents the mutual variances between latent variables. It should be noted that AMOS requires pairs of dependent variables to be uncorrelated. For this reason, correlations between dependent variables cannot be provided.

The elements on the diagonal correspond to the average variance extracted (AVE) of the constructs. The non-diagonal elements are calculated as the square of the correlations between the constructs.

Table 37. AVE and Squared Correlations Between Constructs

	AuthLead	LMX	LEE	Aff Comm	Trust in leader	Job satisfaction	Job perf.	OCB
AuthLead	0.66							
LMX	0.84	0.70						
LEE	0.43	0.33	0.72					
AffComm	0.12	0.09	0.00	0.72				
Trust in leader	0.33	0.30	0.30	-	0.69			
Job satisfaction	0.01	0.01	0.03	-	-	0.79		
Job performance	0.00	0.01	0.01	-	-	-	0.71	
OCB	0.25	0.30	0.26	-	-	-	-	0.72

As shown in Table 37, none of the variances that is shared by two constructs (squared correlation) is higher than the average variance extracted (AVE) of these constructs, except for the variances shared between authentic leadership and leader-member exchange. Therefore, there is discriminant validity between all of the

constructs with the exception between authentic leadership and leader member exchange (LMX). The lack of discriminant validity between these two constructs may be due to the high correlation between them.

Nomological validity is assessed by examining whether the correlations among the constructs in the measurement theory makes sense (Hair et al., 2010). Table 38shows the matrix of construct correlations. Significant correlations exist among the study constructs.

Table 38. Correlation Coefficients Matrix

	Auth. Lead.	LMX	LEE	Aff. Comm.	Trust	Job sat.	Perf.	OCB
Authentic leadership ($\mu = 3.89$; $\sigma = .87$)	1							
LMX ($\mu = 3.85$; $\sigma = .91$)	0.93*	1						
LEE ($\mu = 3.48$; $\sigma = 1.03$)	0.72*	0.67*	1					
Affective commitment ($\mu = 3.79$; $\sigma = .95$)	0.83*	0.84*	0.64*	1				
Trust in leader ($\mu = 3.79$; $\sigma = .93$)	0.86*	0.87*	0.72*	0.89*	1			
Job satisfaction ($\mu = 3.79$; $\sigma = .98$)	0.80*	0.82*	0.62*	0.90*	0.87*	1		
Job performance ($\mu = 3.90$; $\sigma = .91$)	0.81*	0.81*	0.67*	0.80*	0.82*	0.80*	1	
OCB ($\mu = 3.82$; $\sigma = .91$)	0.84*	0.84*	0.71*	0.81*	0.85*	0.82*	0.94*	1

* Correlations are significant at the 0.001 level.

5.5 Testing of hypotheses

Regression analysis is used to determine the causality between one dependent interval- or ratio-scaled variable and one or more independent interval- or ratio-scaled variables. If there is only one independent variable, then this is a simple regression, while multiple regression is used when multiple independent variables are involved (Janssens et al., 2008).

Because the dependent variables in this research are explained by multiple independent variables, multiple regression analyses are used to test the hypotheses.

Five regression analyses have been undertaken in order to test the contribution of authentic leadership and leader-member exchange (LMX) to the five follower job outcomes.

For each regression analysis, two models have been created. The first model tests the effect of control variables on the dependent variables, and the second model tests the effect of the independent variables on the dependent variable, in addition to the effect of the control variables on the dependent variable.

For the measurement of the direct effect of authentic leadership and leader-member exchange (LMX) on follower affective commitment, the multiple regression models are expressed as follows:

Model 1: Follower affective commitment = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower affective commitment = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(Authentic leadership) + β_5*(LMX) + ε

In these models; age, gender, and tenure are control variables.

The tables below show the results of the multiple regression analysis regarding the first dependent variable, affective commitment:

Table 39. Model Summary of the Multiple Regression Analysis for the Contributions of Authentic Leadership and Leader-Member Exchange (LMX) to Follower Affective Commitment

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.07	.01	-.01	.96	.01	.41	3	254	.75	
2	.85	.72	.72	.51	.72	326.75	2	252	.00	1.96

Table 40. Regression Coefficients for the Contributions of Authentic Leadership and Leader-Member Exchange (LMX) to Follower Affective Commitment

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	β			Tolerance	VIF
1	(Constant)	4.04	.33		12.11	.00		
	Age	-.00	.01	-.02	-.28	.78	.54	1.86
	Gender	-.10	.12	-.04	-.62	.54	.99	1.01
	Tenure	-.01	.02	-.03	-.39	.70	.54	1.87
2	(Constant)	.06	.24		.25	.81		
	Age	.01	.01	.04	.77	.44	.54	1.86
	Gender	-.03	.07	-.02	-.52	.61	.99	1.02
	Tenure	.02	.01	.05	1.18	.24	.53	1.88
	Authentic leadership	.37	.10	.34	3.62	.00	.13	7.90
	LMX	.56	.10	.54	5.73	.00	.13	7.94

Regression analysis revealed that authentic leadership ($\beta = 0.34$, $t = 3.62$, $p < .05$) and leader member exchange (LMX) ($\beta = 0.54$, $t = 5.73$, $p < .05$) significantly predict affective commitment. This model explains 72% of the variance ($p < .05$). Thus, the hypotheses H1 (Authentic leadership will have a positive contribution to follower affective commitment) and H6 (Leader-member exchange (LMX) will have a positive contribution to follower affective commitment) are supported.

For the second dependent variable, follower trust in leader, the multiple regression models are shown below:

Model 1: Follower trust in leader = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower trust in leader = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(Authentic leadership) + β_5*(LMX) + ε

In these models; age, gender, and tenure are control variables.

The results regarding the second dependent variable, follower trust in supervisor, are shown below:

Table 41. Model Summary of the Multiple Regression Analysis for the Contributions of Authentic Leadership and Leader-Member Exchange (LMX) to Follower Trust in Leader

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.15	.02	.01	.93	.02	1.83	3	254	.14	
2	.88	.78	.77	.45	.76	426.41	2	252	.00	2.10

Table 42. Regression Coefficients for the Contributions of Authentic Leadership and Leader-Member Exchange (LMX) to Follower Trust in Leader

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	β			Tolerance	VIF
1	(Constant)	4.25	.32		13.12	.00		
	Age	-.01	.01	-.05	-.53	.60	.54	1.86
	Gender	-.13	.12	-.07	-1.03	.30	.99	1.01
	Tenure	-.03	.02	-.09	-1.05	.30	.54	1.87
2	(Constant)	.24	.21		1.14	.25		
	Age	.00	.01	.02	.37	.72	.54	1.86
	Gender	-.08	.06	-.04	-1.37	.17	.99	1.02
	Tenure	.00	.01	.00	-.01	.99	.53	1.88
	Authentic leadership	.43	.09	.40	4.76	.00	.13	7.90
	LMX	.51	.09	.50	5.93	.00	.13	7.94

As seen from the tables above, authentic leadership ($\beta = 0.40$, $t = 4.76$, $p < .05$), and leader member exchange (LMX) ($\beta = 0.50$, $t = 5.93$, $p < .05$) significantly predict trust in leader. This model explains 78% of the variance ($p < .05$). Thus, H2 (Authentic leadership will have a positive contribution to follower trust in leader) and H7 (Leader-member exchange (LMX) will have a positive contribution to follower trust in leader) are supported.

The multiple regression models for the third dependent variable, follower job satisfaction, are depicted as follows:

Model 1: Follower job satisfaction = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower job satisfaction = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(Authentic leadership) + β_5*(LMX) + ε

In these models; age, gender, and tenure are control variables.

Tables 43 and 44 below depict the multiple regression analysis results for the third dependent variable, job satisfaction:

Table 43. Model Summary of the Multiple Regression Analysis for the Contributions of Authentic Leadership and Leader-Member Exchange (LMX) to Follower Job Satisfaction

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.12	.01	.00	.98	.01	1.21	3	254	.31	
2	.83	.68	.68	.56	.67	266.13	2	252	.00	2.13

Table 44. Regression Coefficients for the Contributions of Authentic Leadership and Leader-Member Exchange (LMX) to Follower Job Satisfaction

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	β			Tolerance	VIF
1	(Constant)	4.01	.34		11.73	.00		
	Age	.00	.01	.00	-.00	1.00	.54	1.86
	Gender	-.07	.13	-.03	-.51	.61	.99	1.01
	Tenure	-.03	.03	-.11	-1.30	.19	.54	1.87
2	(Constant)	.10	.26		.37	.72		
	Age	.01	.01	.06	1.18	.24	.54	1.86
	Gender	-.03	.07	-.01	-.37	.71	.99	1.02
	Tenure	-.01	.01	-.03	-.53	.60	.53	1.88
	Authentic leadership	.24	.11	.21	2.11	.04	.13	7.90
	LMX	.68	.11	.63	6.31	.00	.13	7.94

According to the above tables, authentic leadership ($\beta = 0.21$, $t = 2.11$, $p < .05$) and leader member exchange (LMX) ($\beta = 0.63$, $t = 6.31$, $p < .05$) significantly predict job satisfaction. This model explains 68% of the variance ($p < .05$). Therefore, H3 (Authentic leadership will have a positive contribution to follower job satisfaction) and H8 (Leader-member exchange (LMX) will have a positive contribution to follower job satisfaction) are supported.

The multiple regression models for the fourth dependent variable, follower job performance, are exhibited below:

Model 1: Follower job performance = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower job performance = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(Authentic leadership) + β_5*(LMX) + ε

In these models; age, gender, and tenure are control variables.

Tables 45and 46 below demonstrate the multiple regression analysis results for the fourth dependent variable, performance:

Table 45. Model Summary of the Multiple Regression Analysis for the Contributions of Authentic Leadership and Leader-Member Exchange (LMX) to Follower Job Performance

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.17	.03	.02	.90	.03	2.63	3	254	.05	
2	.83	.68	.68	.52	.65	259.92	2	252	.00	1.82

Table 46. Regression Coefficients for the Contributions of Authentic Leadership and Leader-Member Exchange (LMX) to Follower Job Performance

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	β			Tolerance	VIF
1	(Constant)	4.65	.31		14.78	.01		
	Age	-.02	.01	-.12	-1.39	.17	.54	1.86
	Gender	-.18	.12	-.10	-1.57	.12	.99	1.01
	Tenure	-.01	.02	-.02	-.28	.78	.54	1.87
2	(Constant)	1.00	.24		4.14	.00		
	Age	-.01	.01	-.06	-1.28	.20	.54	1.86
	Gender	-.14	.07	-.08	-2.11	.04	.99	1.02
	Tenure	.02	.01	.06	1.19	.23	.53	1.88
	Authentic leadership	.42	.10	.40	4.02	.00	.13	7.90
	LMX	.43	.10	.43	4.33	.00	.13	7.94

As observed from the above tables, authentic leadership ($\beta = 0.40$, $t = 4.02$, $p < .05$), and leader member exchange (LMX) ($\beta = 0.43$, $t = 4.33$, $p < .05$) significantly predict job performance. This model explains 68% of the variance ($p < .05$). Therefore, H4 (Authentic leadership will have a positive contribution to follower job performance) and H9 (Leader-member exchange (LMX) will have a positive contribution to follower job performance) are supported.

The multiple regression models for the fifth dependent variable, follower organizational citizenship behavior (OCB), are demonstrated as follows:

Model 1: Follower OCB = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower OCB = β_0 + β1*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(Authentic leadership) + β_5*(LMX) + ε

In these models; age, gender, and tenure are control variables.

Tables 47 and 48 illustrate the linear regression analysis results for the fifth dependent variable, organizational citizenship behavior (OCB):

Table 47. Model Summary of the Multiple Regression Analysis for the Contributions of Authentic Leadership and Leader-Member Exchange (LMX) to Follower Organizational Citizenship Behavior (OCB)

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.15	.02	.01	.90	.02	1.97	3	254	.12	
2	.86	.74	.73	.47	.71	338.79	2	252	.00	1.91

Table 48. Regression Coefficients for the Contributions of Authentic Leadership and Leader-Member Exchange (LMX) to Follower Organizational Citizenship Behavior (OCB)

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	β			Tolerance	VIF
1	(Constant)	4.36	.32		13.83	.00		
	Age	-.01	.01	-.07	-.83	.41	.54	1.86
	Gender	-.14	.12	-.07	-1.18	.24	.99	1.01
	Tenure	-.02	.02	-.07	-.77	.44	.54	1.87
2	(Constant)	.57	.22		2.56	.01		
	Age	-.00	.01	-.01	-.28	.78	.54	1.86
	Gender	-.10	.06	-.05	-1.55	.12	.99	1.02
	Tenure	.01	.01	.02	.47	.64	.53	1.88
	Authentic leadership	.40	.10	.38	4.20	.00	.13	7.90
	LMX	.49	.10	.49	5.33	.00	.13	7.94

Regression analysis revealed that authentic leadership ($\beta = 0.38$, $t = 4.20$, $p < .05$), and leader member exchange (LMX) ($\beta = 0.49$, $t = 5.33$, $p < .05$) significantly predict organizational citizenship behavior (OCB). This model explains 74% of the variance ($p < .05$). So, H5 (Authentic leadership will have a positive contribution to follower organizational citizenship behavior (OCB)) and H10 (Leader-member exchange (LMX) will have a positive contribution to follower organizational citizenship behavior (OCB)) are supported.

5.6 Moderating effects

In order to test the moderation of leader emotional expressivity (LEE) on the relationship between authentic leadership and follower job outcomes and between leader-member exchange (LMX) and follower job outcomes, multiple regression analysis has been carried out on SPSS.

For the moderation analysis, two models have been created. Along with the control variables, the independent variables of the regression are independent variable, moderator, and the interaction between independent variable and moderator. The first model tests the effect of the control variables on the dependent variable, and the second model tests the effect of the independent variable, the moderator, and the interaction between independent variable and moderator on the dependent variable, in addition to the effect of the control variables on the dependent variable. The interaction is created by multiplying independent variable and moderator together after both have been centered to have a mean of 0. The centered variables are shown with the letter "Z" in front of the variable.

The multiple regression models for the moderating effect of leader emotional expressivity (LEE) on the relationship between authentic leadership and follower affective commitment are demonstrated as follows:

Model 1: Follower affective commitment = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower affective commitment = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZAuthentic leadership) + β_5*(ZLEE) + ε

Model 3: Follower affective commitment = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZAuthentic leadership) + β_5*(ZLEE) + β_6*(ZAuthentic leadership * ZLEE) + ε

In these models; age, gender, and tenure are control variables.

Table 49 and 50 below demonstrate the moderating effect of leader emotional expressivity (LEE) on the relationship between authentic leadership and follower affective commitment.

Table 49. Model Summary of the Multiple Regression Analysis for the Moderation of LEE on the Relationship between Authentic Leadership and Follower Affective Commitment

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.07	.01	-.01	.96	.01	.41	3	254	.75	
2	.83	.69	.68	.54	.69	278.62	2	252	.00	
3	.83	.69	.69	.53	.00	2.55	1	251	.11	1.93

Table 50. Regression Coefficients for the Moderation of LEE on the Relationship between Authentic Leadership and Follower Affective Commitment

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	B			Tolerance	VIF
1	(Constant)	4.04	.33		12.11	.00		
	Age	-.00	.01	-.02	-.28	.78	.54	1.86
	Gender	-.08	.12	-.04	-.62	.54	.99	1.01
	Tenure	-.01	.02	-.03	-.39	.70	.54	1.87
2	(Constant)	.33	.30		1.11	.27		
	Age	.00	.00	.03	.66	.51	.54	1.87
	Gender	-.00	.07	.00	-.01	.99	.97	1.03
	Tenure	.01	.01	.04	.82	.41	.53	1.89
	ZAuthentic leadership	.77	.08	.70	10.04	.00	.25	3.98
	ZLEE	.11	.05	.11	2.07	.04	.41	2.43
3	(Constant)	3.68	.19		19.52	.00		
	Age	.00	.01	.03	.66	.51	.54	1.87
	Gender	-.00	.07	.00	-.01	.99	.97	1.03
	Tenure	.01	.01	.04	.82	.41	.53	1.89
	ZAuthentic leadership	.67	.07	.70	10.04	.00	.25	3.98
	ZLEE	.11	.05	.11	2.07	.04	.41	2.43
	ZAuthentic leadership*ZLEE	-.07	.05	-.08	-1.60	.11	.47	2.11

The above tables show that leader emotional expressivity (LEE) ($\beta = -0.08$, $t = -1.60$, $p > .05$) does not moderate the relationship between authentic leadership and follower affective commitment. While leader emotional expressivity has a positive contribution ($\beta = .11$, $t = 2.07$, $p < .05$) to the dependent variable of affective commitment, the interaction of leader emotional expressivity with authentic leadership is insignificant, meaning that there is no moderating effect of leader emotional expressivity on the relationship between authentic leadership and follower affective commitment. Therefore, H11 (The relationship between authentic leadership and follower affective commitment will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower affective commitment is more positive for those employees whose

leaders are lower on LEE as compared to those whose leaders are higher on LEE) is not supported.

The multiple regression models for the moderating effect of leader emotional expressivity (LEE) on the relationship between leader-member exchange (LMX) and follower affective commitment are demonstrated as follows:

Model 1: Follower affective commitment = $\beta_0 + \beta_1*(\text{Age}) + \beta_2*(\text{Gender}) + \beta_3*(\text{Tenure}) + \varepsilon$

Model 2: Follower affective commitment = $\beta_0 + \beta 1*(\text{Age}) + \beta_2*(\text{Gender}) + \beta_3*(\text{Tenure}) + \beta_4*(\text{ZLMX}) + \beta_5*(\text{ZLEE}) + \varepsilon$

Model 3: Follower affective commitment = $\beta_0 + \beta 1*(\text{Age}) + \beta_2*(\text{Gender}) + \beta_3*(\text{Tenure}) + \beta_4*(\text{ZLMX}) + \beta_5*(\text{ZLEE}) + \beta_6*(\text{ZLMX} * \text{ZLEE}) + \varepsilon$

In these models; age, gender, and tenure are control variables.

Table 51 and 52 below depict the moderating effect of leader emotional expressivity (LEE) on the relationship between leader-member exchange (LMX) and follower affective commitment.

Table 51. Model Summary of the Multiple Regression Analysis for the Moderation of LEE on the Relationship between LMX and Follower Affective Commitment

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.07	.01	-.01	.96	.01	.41	3	254	.75	1.88
2	.85	.72	.71	.51	.71	317.23	2	252	.00	
3	.85	.72	.71	.51	.00	.08	1	251	.78	

Table 52. Regression Coefficients for the Moderation of LEE on the Relationship between LMX and Follower Affective Commitment

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	B			Tolerance	VIF
1	(Constant)	4.04	.33		12.11	.00		
	Age	-.00	.01	-.02	-.28	.78	.54	1.86
	Gender	-.08	.12	-.04	-.62	.54	.99	1.01
	Tenure	-.01	.02	-.03	-.39	.70	.54	1.87
2	(Constant)	.19	.30		.65	.52		
	Age	.01	.01	.04	.83	.41	.54	1.86
	Gender	-.02	.07	-.01	-.36	.72	.97	1.03
	Tenure	.01	.01	.05	.98	.33	.53	1.89
	ZLMX	.79	.07	.75	10.77	.00	.23	4.30
	ZLEE	.12	.05	.13	2.66	.00	.46	2.16
3	(Constant)	3.65	.18		20.05	.00		
	Age	.01	.01	.04	.83	.41	.54	1.86
	Gender	-.02	.07	-.01	-.36	.72	.97	1.03
	Tenure	.01	.01	.05	.98	.33	.53	1.89
	ZLMX	.72	.07	.75	10.77	.00	.23	4.30
	ZLEE	.13	.05	.13	2.66	.01	.46	2.16
	ZLMX*ZLEE	-.01	.05	-.02	-.28	.78	.39	2.59

According to the above tables, leader emotional expressivity (LEE) ($\beta = -0.02$, $t = -0.28$, $p > .05$) does not moderate the relationship between leader-member exchange (LMX) and follower affective commitment. While leader emotional expressivity has a positive contribution ($\beta = .13$, $t = 2.66$, $p < .05$) to the dependent variable of affective commitment, the interaction of leader emotional expressivity with leader-member exchange is insignificant, meaning that there is no moderating effect of leader emotional expressivity on the relationship between leader-member exchange and follower affective commitment. Therefore, H12 (The relationship between leader-member exchange (LMX) and follower affective commitment will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower affective commitment is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE) is not supported.

The multiple regression models for the moderating effect of leader emotional expressivity (LEE) on the relationship between authentic leadership and follower trust in leader are demonstrated as follows:

Model 1: Follower trust in leader = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower trust in leader = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(Authentic leadership) + β_5*(LEE) + β_6*(ZAuthentic leadership * ZLEE) + ε

In these models; age, gender, and tenure are control variables.

Table 53 and 54 illustrate the moderating effect of leader emotional expressivity (LEE) on the relationship between authentic leadership and follower trust in leader.

Table 53. Model Summary of the Multiple Regression Analysis for the Moderation of LEE on the Relationship between Authentic Leadership and Follower Trust in Leader

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.15	.02	.01	.93	.02	1.83	3	254	.14	
2	.88	.78	.78	.44	.76	291.62	2	252	.00	
3	.88	.78	.78	.44	.02	19.68	1	251	.00	2.13

Table 54. Regression Coefficients for the Moderation of LEE on the Relationship between Authentic Leadership and Follower Trust in Leader

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	B			Tolerance	VIF
1	(Constant)	4.25	.32		13.12	.01		
	Age	-.01	.01	-.05	-.53	.60	.54	1.86
	Gender	-.13	.12	-.07	-1.03	.30	.99	1.01
	Tenure	-.03	.02	-.09	-1.05	.30	.54	1.87
2	(Constant)	.80	.25		3.25	.00		
	Age	.00	.01	.02	.47	.64	.54	1.87
	Gender	-.03	.06	-.01	-.48	.63	.97	1.03
	Tenure	-01	.01	-.02	-.46	.64	.53	1.89
	ZAuthentic leadership	.58	.06	.54	9.13	.00	.25	3.98
	ZLEE	.25	.04	.27	5.94	.00	.41	2.43
3	(Constant)	3.90	.16		25.09	.00		
	Age	.00	.01	.02	.47	.64	.54	1.87
	Gender	-.03	.06	-.01	-.48	.63	.97	1.03
	Tenure	-.01	.01	-.02	-.46	.64	.53	1.89
	ZAuthentic leadership	.50	.06	.54	9.13	.00	.25	3.98
	ZLEE	.26	.04	.27	5.94	.00	.41	2.43
	ZAuthentic leadership*ZLEE	-.17	.04	-.19	-4.44	.00	.47	2.11

As seen in the above tables, leader emotional expressivity (LEE) ($\beta = -0.19$, $t = -4.44$, $p < .05$) moderates the relationship between authentic leadership and follower trust in leader. While leader emotional expressivity has a positive contribution ($\beta = .27$, $t = 5.94$, $p < .05$) to the dependent variable of trust in leader, the interaction of leader emotional expressivity with authentic leadership is negative. This model explains 78% of the variance ($p < .05$) in the dependent variable. Therefore, H13 (The relationship between authentic leadership and follower trust in leader will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower trust in leader is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE) is supported.

Figure 3 below shows the moderation chart depicting the moderating effect of LEE on the relationship between authentic leadership and follower trust in leader:

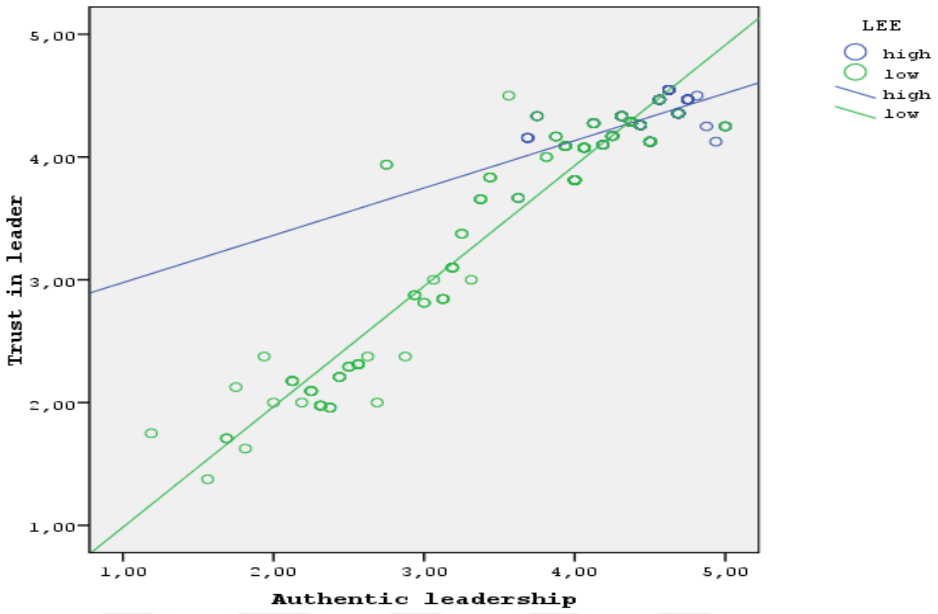

Figure 3. Moderation chart depicting the moderating effect of LEE on the relationship between authentic leadership and follower trust in leader

In order to see if the two lines on Figure 3 significantly differ from zero or the horizontal line, we will conduct simple slopes analysis below:

Trust in leader = 3.904 + 0.501 * authentic leadership + 0.255 * LEE – 0.167 * (authentic leadership * LEE)

For low LEE, we set the value (-1) for LEE, which makes:

Trust in leader = 3.904 + 0.501 * authentic leadership + 0.255 * (-1) – 0.167 * (authentic leadership * (-1)), which equals:

Trust in leader = 3.649 + 0.668 * authentic leadership

From the above equation, we see that in case of low leader emotional expressivity, follower trust in leader is positively related to authentic leadership.

For high LEE, we set the value (+1) for LEE, which makes:

Trust in leader = 3.904 + 0.501 * authentic leadership + 0.255 * (+1) – 0.167 * (authentic leadership * (+1)), which equals:

Trust in leader = 4.159 + 0.334 * authentic leadership

From the above equation, we see that in case of high leader emotional expressivity, follower trust in leader is still positively related to authentic leadership.

Now, we will conduct simple slopes analysis to answer the question whether the gradients of authentic leadership (0.668 and 0.334, respectively) differ from zero and if follower trust in leader is positively related to authentic leadership for both low and high levels of leader emotional expressivity.

Now, we will calculate the standard error of the gradients of authentic leadership applying the below formula:

Standard error = Square root of [s33 + 2*Z*s31 + Z*Z*s11]; where

- s33 is the number in the row and column that corresponds to the independent variable: ZAuthentic leadership, where s33 is .003.
- s31 is the number in the row that corresponds to the independent variable and the column that corresponds to the interaction, which represents the covariance of the beta value associated with the independent variable and interaction. Here, s31 is .001.
- s11 is the number in the row and column that corresponds to the interaction term: ZAuthentic leadership*ZLEE. This number represents the variance of the beta value associated with the interaction. Here, s11 is .001.

Table 55. Covariances between ZAuthentic leadership, ZLEE, and ZAuthentic leadership*ZLEE

	ZAuthentic leadership*ZLEE	ZLEE	ZAuthentic leadership
ZAuthentic leadership*ZLEE	.001	-.001	.001
ZLEE	-.001	.002	-.002
ZAuthentic leadership	.001	-.002	.003

Above is the covariances table for the standardized variables of authentic leadership, leader emotional expressivity (LEE), and the interaction of authentic leadership and LEE.

When LEE is low, Z is set to -1. Thus, SE = Square root of [.003 + 2*(-1)* .001 + (-1)*(-1)*.001] = .045

When LEE is high, Z is set to +1. Thus, SE = Square root of [.003 + 2*(+1)* .001 + (+1)*(+1)*.001] = .078

Now, we will divide the gradient by the standard error, to generate a t value to ascertain whether the simple slope, namely the slope of each line, differs from zero.

- When LEE is low, t = .668 / .045 = 14.84
- When LEE is high, t = .334 / .078 = 4.28

Then, to determine the p value when LEE is low, we type =TDIST(14.84,251,2) on Excel, where the first number is the t value, the second number is the degree of freedom, and the 2 denotes two tailed. The result is significant at .05.

To determine the p value when LEE is high, we type =TDIST(4.28,251,2) on Excel, which is also significant at .05.

Hence, both of the two slopes differ significantly from 0, namely from the horizontal plane.

Figure 3 above suggests that the relationship between trust in leader and authentic leadership are more positive for those employees whose leaders are lower on emotional expressivity (low LEE) as compared to those whose leaders are higher on emotional expressivity (high LEE). Simple slope analysis also indicates that the beta coefficient for trust in leader and authentic leadership (beta value from slope analysis) is significantly positive for both “low LEE” and “high LEE” groups.

The multiple regression models for the moderating effect of leader emotional expressivity (LEE) on the relationship between leader-member exchange (LMX) and follower trust in leader are demonstrated as follows:

Model 1: Follower trust in leader = $\beta_0 + \beta_1*(\text{Age}) + \beta_2*(\text{Gender}) + \beta_3*(\text{Tenure}) + \varepsilon$

Model 2: Follower trust in leader = $\beta_0 + \beta 1*(\text{Age}) + \beta_2*(\text{Gender}) + \beta_3*(\text{Tenure}) + \beta_4*(\text{ZLMX}) + \beta_5*(\text{ZLEE}) + \varepsilon$

Model 3: Follower trust in leader = $\beta_0 + \beta 1*(\text{Age}) + \beta_2*(\text{Gender}) + \beta_3*(\text{Tenure}) + \beta_4*(\text{ZLMX}) + \beta_5*(\text{ZLEE}) + \beta_6*(\text{ZLMX} * \text{ZLEE}) + \varepsilon$

In these models; age, gender, and tenure are control variables.

The moderating effect of leader emotional expressivity (LEE) on the relationship between leader-member exchange (LMX) and follower trust in leader is shown by Table 56 and 57 below.

Table 56. Model Summary of the Multiple Regression Analysis for the Moderation of LEE on the Relationship between LMX and Follower Trust in Leader

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.15	.02	.01	.93	.02	1.83	3	254	.14	
2	.89	.79	.79	.43	.77	455.08	2	252	.00	
3	.89	.79	.79	.43	.01	6.59	1	251	.01	2.08

Table 57. Regression Coefficients for the Moderation of LEE on the Relationship between LMX and Follower Trust in Leader

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	B			Tolerance	VIF
1	(Constant)	4.25	.32		13.12	.00		
	Age	-.01	.01	-.05	-.53	.60	.54	1.86
	Gender	-.13	.12	-.07	-1.03	.30	.99	1.01
	Tenure	-.03	.02	-.09	-1.05	.30	.54	1.87
2	(Constant)	.66	.25		2.63	.00		
	Age	.00	.01	.02	.53	.60	.54	1.86
	Gender	-.05	.06	-.03	-.87	.39	.97	1.03
	Tenure	-.01	.01	-.02	-.43	.67	.53	1.89
	ZLMX	.61	.06	.59	9.92	.00	.23	4.30
	ZLEE	.26	.04	.28	6.66	.00	.46	2.16
3	(Constant)	3.88	.15		25.47	.00		
	Age	.00	.01	.02	.53	.60	.54	1.86
	Gender	-.05	.06	-.03	-.87	.39	.97	1.03
	Tenure	-.01	.01	-.02	-.43	.67	.53	1.89
	ZLMX	.55	.06	.59	9.92	.00	.23	4.30
	ZLEE	.26	.04	.28	6.66	.00	.46	2.16
	ZLMX*ZLEE	-.10	.04	-.12	-2.57	.01	.39	2.59

The above tables illustrate that leader emotional expressivity (LEE) ($\beta = -0.12$, $t = -2.57$, $p < .05$) moderates the relationship between leader-member exchange (LMX) on follower trust in leader. While leader emotional expressivity has a positive contribution ($\beta = .28$, $t = 6.66$, $p < .05$) to the dependent variable of trust in leader, the interaction of leader emotional expressivity with leader-member exchange is negative. The model explains 79% of the variance ($p < .05$) in the dependent variable. Therefore, H14 (The relationship between leader-member exchange (LMX) and follower trust in leader will be moderated by leader emotional expressivity

(LEE), in such a way that the relationship between LMX and follower trust in leader is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE) is supported.

Figure 4 below shows the moderation chart depicting the moderating effect of LEE on the relationship between leader-member exchange (LMX) and follower trust in leader:

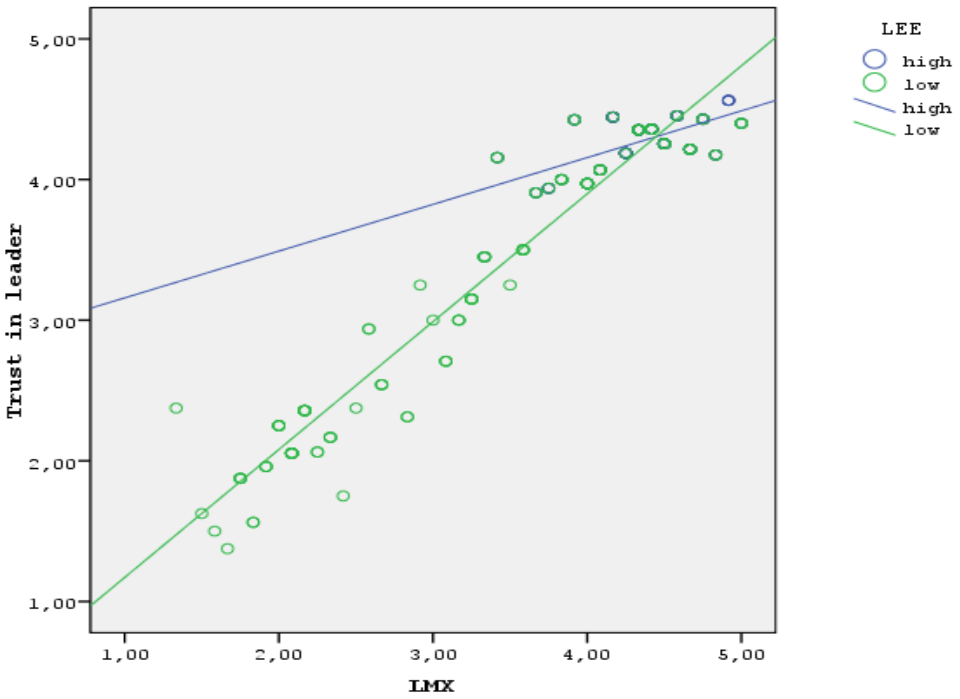

Figure 4. Moderation chart depicting the moderating effect of LEE on the relationship between leader-member exchange (LMX) and follower trust in leader

In order to see if the two lines on Figure 4 significantly differ from zero or the horizontal line, we will conduct simple slopes analysis below:

Follower trust in leader = 3.875 + 0.551 * ZLMX + 0.262 * ZLEE – 0.096 * (ZLMX * ZLEE)

For low LEE, we set the value (-1) for LEE, which makes:

Follower trust in leader = 3.875 + 0.551 * ZLMX + 0.262 * (-1) – 0.096 * (ZLMX * (-1)), which equals:

Follower trust in leader = 3.613 + 0.647 * ZLMX

From the above equation, we see that in case of low leader emotional expressivity, follower trust in leader is positively related to leader-member exchange (LMX).

For high LEE, we set the value (+1) for LEE, which makes:

Follower trust in leader = 3.875 + 0.551 * ZLMX + 0.262 * (+1) – 0.096 * (ZLMX * (+1)), which equals:

Follower trust in leader = 4.137 + 0.455 * ZLMX

From the above equation, we see that in case of high leader emotional expressivity, follower trust in leader is still positively related to leader-member exchange (LMX).

Now, we will conduct simple slopes analysis to answer the question whether the gradients of LMX (0.647 and 0.455, respectively) differ from zero and if follower trust in leader is positively related to leader-member exchange (LMX) for both low and high levels of leader emotional expressivity.

Now, we will calculate the standard error of the gradients of leader-member exchange (LMX) applying the below formula:

Standard error = Square root of [s33 + 2*Z*s31 + Z*Z*s11]; where

- s33 is the number in the row and column that corresponds to the independent variable: ZLMX, where s33 is .003.
- s31 is the number in the row that corresponds to the independent variable and the column that corresponds to the interaction, which represents the

covariance of the beta value associated with the independent variable and interaction. Here, s31 is .002.

- s11 is the number in the row and column that corresponds to the interaction term: ZLMX*ZLEE. This number represents the variance of the beta value associated with the interaction. Here, s11 is .001.

Table 58 depicts the covariances between the standardized variables of leader-member exchange (LMX), leader emotional expressivity (LEE), and the interaction of leader-member exchange (LMX) and LEE.

Table 58. Covariances between ZLMX, ZLEE, and ZLMX*ZLEE

	ZLMX*ZLEE	ZLEE	ZLMX
ZLMX*ZLEE	.001	-.001	.002
ZLEE	-.001	.002	-.001
ZLMX	.002	-.001	.003

When LEE is low, Z is set to -1. Thus, SE = Square root of [.003 + 2*(-1)* .002 + (-1)*(-1)*.001] = 0

When LEE is high, Z is set to +1. Thus, SE = Square root of [.003 + 2*(+1)* .002 + (+1)*(+1)*.001] = 0.089

Now, we will divide the gradient by the standard error, to generate a t value to ascertain whether the simple slope, namely the slope of each line, differs from zero.

- When LEE is low, t = .647 / 0 = not defined
- When LEE is high, t = .455 / .089 = 2.70

We cannot calculate the p value for low LEE because its t value is not defined.

To determine the p value when LEE is high, we type =TDIST(2.70,251,2) on Excel. The p value equals to .01 which is significant at .05.

Hence, the slope of the line for high LEE differs significantly from 0, namely from the horizontal plane.

Figure 4 above suggests that the relationship between trust in leader and LMX are more positive for those employees whose leaders are lower on emotional expressivity (low LEE) as compared to those whose leaders are higher on emotional expressivity (high LEE). Simple slope analysis also indicates that the beta coefficient for trust in leader and LMX is (beta value from slope analysis) is significantly positive for the "high LEE" group.

The multiple regression models for the moderating effect of leader emotional expressivity (LEE) on the relationship between authentic leadership and follower job satisfaction are demonstrated as follows:

Model 1: Follower job satisfaction = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower job satisfaction = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZAuthentic leadership) + β_5*(ZLEE) + ε

Model 3: Follower job satisfaction = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZAuthentic leadership) + β_5*(ZLEE) + β_6*(ZAuthentic leadership * ZLEE) + ε

In these models; age, gender, and tenure are control variables.

Table 59 and 60 depict the moderating effect of leader emotional expressivity (LEE) on the relationship between authentic leadership and follower job satisfaction.

Table 59. Model Summary of the Multiple Regression Analysis for the Moderation of LEE on the Relationship between Authentic leadership and Follower Job Satisfaction

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.12	.01	.00	.98	.01	1.21	3	254	.31	
2	.81	.65	.64	.59	.64	216.48	2	252	.00	
3	.81	.65	.64	.59	.01	9.75	1	251	.00	2.09

Table 60. Regression Coefficients for the Moderation of LEE on the Relationship between Authentic Leadership and Follower Job Satisfaction

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	B			Tolerance	VIF
1	(Constant)	4.01	.34		11.73	.00		
	Age	.00	.01	.00	-.00	1.00	.54	1.86
	Gender	-.07	.13	-.03	-.51	.61	.99	1.01
	Tenure	-.03	.03	-.11	-1.30	.19	.54	1.87
2	(Constant)	.67	.33		2.05	.04		
	Age	.01	.01	.06	1.12	.27	.54	1.87
	Gender	.01	.08	.01	.18	.86	.97	1.03
	Tenure	-.01	.02	-.04	-.76	.45	.53	1.89
	ZAuthentic leadership	.65	.08	.57	7.67	.00	.25	3.98
	ZLEE	.15	.06	.16	2.69	.00	.41	2.43
3	(Constant)	3.70	.21		17.85	.00		
	Age	.01	.01	.06	1.12	.27	.54	1.87
	Gender	.01	.08	.01	.18	.86	.97	1.03
	Tenure	-.01	.02	-.04	.76	.45	.53	1.89
	ZAuthentic leadership	.56	.07	.57	7.67	.00	.25	3.98
	ZLEE	.15	.06	.16	2.69	.01	.41	2.43
	ZAuthentic leadership*ZLEE	-.16	.05	-.17	-3.12	.00	.47	2.11

According to the above tables, leader emotional expressivity (LEE) ($\beta = -0.17$, $t = -3.12$, $p < .05$) moderates the relationship between authentic leadership and follower job satisfaction. While leader emotional expressivity has a positive contribution ($\beta = .16$, $t = 2.69$, $p < .05$) to the dependent variable of job satisfaction, the interaction of leader emotional expressivity with authentic leadership is negative. The model

explains 65% of the variance ($p < .05$) in the dependent variable. Therefore, H15 (The relationship between authentic leadership and follower job satisfaction will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower job satisfaction is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE) is supported.

Figure 5 below shows the moderation chart depicting the moderating effect of LEE on the relationship between authentic leadership and follower job satisfaction:

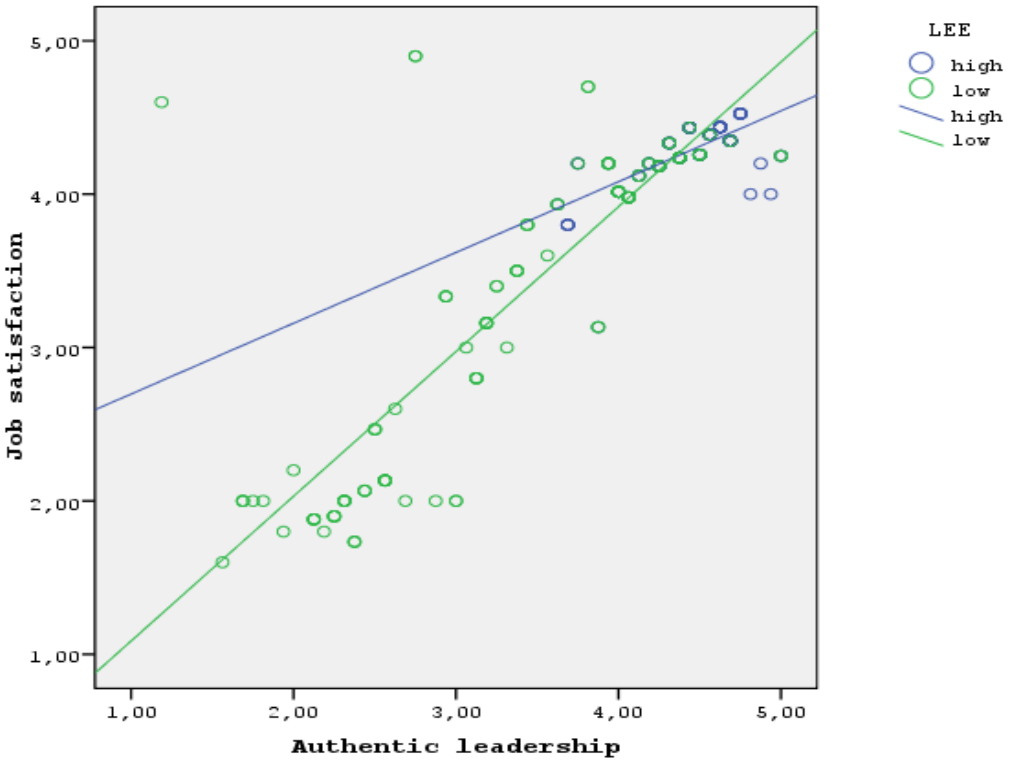

Figure 5. Moderation chart depicting the moderating effect of LEE on the relationship between authentic leadership and follower job satisfaction

In order to see if the two lines on Figure 5 significantly differ from zero or the horizontal line, we will conduct simple slopes analysis below:

Follower job satisfaction = 3.699 + 0.560 * ZAuthentic leadership + 0.154 * ZLEE – 0.156 * (ZAuthentic leadership * ZLEE)

For low LEE, we set the value (-1) for LEE, which makes:

Follower job satisfaction = 3.699 + 0.560 * ZAuthentic leadership + 0.154 * (-1) – 0.156 * (ZAuthentic leadership * (-1)), which equals:

Follower job satisfaction = 3.545 + 0.716 * ZAuthentic leadership

From the above equation, we see that in case of low leader emotional expressivity, follower job satisfaction is positively related to authentic leadership.

For high LEE, we set the value (+1) for LEE, which makes:

Follower job satisfaction = 3.699 + 0.560 * ZAuthentic leadership + 0.154 * (+1) – 0.156 * (ZAuthentic leadership * (+1)), which equals:

Follower job satisfaction = 3.853 + 0.404 * ZAuthentic leadership

From the above equation, we see that in case of high leader emotional expressivity, follower job satisfaction is still positively related to authentic leadership.

Now, we will conduct simple slopes analysis to answer the question whether the gradients of authentic leadership (0.716 and 0.404, respectively) differ from zero and if follower job satisfaction is positively related to authentic leadership for both low and high levels of leader emotional expressivity.

Now, we will calculate the standard error of the gradients of authentic leadership applying the below formula:

Standard error = Square root of [s33 + 2*Z*s31 + Z*Z*s11]; where

- s33 is the number in the row and column that corresponds to the independent variable: ZAuthentic leadership, where s33 is .005.
- s31 is the number in the row that corresponds to the independent variable and the column that corresponds to the interaction, which represents the covariance of the beta value associated with the independent variable and interaction. Here, s31 is .002.
- s11 is the number in the row and column that corresponds to the interaction term: ZAuthentic leadership*ZLEE. This number represents the variance of the beta value associated with the interaction. Here, s11 is .002.

Table 61 illustrates the covariances between the standardized variables of authentic leadership, leader emotional expressivity (LEE), and the interaction of authentic leadership and LEE.

Table 61. Covariances between ZAuthentic leadership, ZLEE, and ZAuthentic leadership*ZLEE

	ZAuthentic leadership*ZLEE	ZLEE	ZAuthentic leadership
ZAuthentic leadership*ZLEE	.002	-.001	.002
ZLEE	-.001	.003	-.003
ZAuthentic leadership	.002	-.003	.005

When LEE is low, Z is set to -1. Thus, SE = Square root of [.005 + 2*(-1)* .002 + (-1)*(-1)*.002] = 0.055

When LEE is high, Z is set to +1. Thus, SE = Square root of [.005 + 2*(+1)* .002 + (+1)*(+1)*.002] = 0.105

Now, we will divide the gradient by the standard error, to generate a t value to ascertain whether the simple slope, namely the slope of each line, differs from zero.

- When LEE is low, t = .716 / .055 = 13.02

- When LEE is high, t = .404 / .105 = 3.85

Because the t value is not defined when LEE is low, we cannot calculate the p value.

To determine the p value when LEE is high, we type =TDIST(13.02,251,2) on Excel, which is significant at .05.

To determine the p value when LEE is high, we type =TDIST(3.85,251,2) on Excel, which is significant at .05.

Hence, both of the two slopes differ significantly from 0, namely from the horizontal plane.

Figure 5 above suggests that the relationship between job satisfaction and authentic leadership are more positive for those employees whose leaders are lower on emotional expressivity (low LEE) as compared to those whose leaders are higher on emotional expressivity (high LEE). Simple slope analysis also indicates that the beta coefficient for job satisfaction and authentic leadership is (beta value from slope analysis) significantly positive for both “low LEE” and “high LEE” groups.

The multiple regression models for the moderating effect of leader emotional expressivity (LEE) on the relationship between leader-member exchange (LMX) and follower job satisfaction are demonstrated as follows:

Model 1: Follower job satisfaction = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower job satisfaction = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZLMX) + β_5*(ZLEE) + ε

Model 3: Follower job satisfaction = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZLMX) + β_5*(ZLEE) + β_6*(ZLMX * ZLEE) + ε

In these models; age, gender, and tenure are control variables.

Table 62 and 63 below depict the moderating effect of leader emotional expressivity (LEE) on the relationship between leader-member exchange (LMX) and follower job satisfaction.

Table 62. Model Summary of the Multiple Regression Analysis for the Moderation of LEE on the Relationship between LMX and Follower Job Satisfaction

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.12	.01	.00	.98	.01	.1.21	3	254	.31	
2	.83	.69	.68	.55	.67	267.74	3	251	.00	
3	.83	.69	.68	.55	.00	3.19	1	251	.08	2.07

Table 63. Regression Coefficients for the Moderation of LEE on the Relationship between LMX and Follower Job Satisfaction

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	B			Tolerance	VIF
1	(Constant)	4.01	.34		11.73	.00		
	Age	.00	.01	.00	-.00	1.00	.54	1.86
	Gender	-.07	.13	-.03	-.51	.61	.99	1.01
	Tenure	-.03	.03	-.11	-1.30	.19	.54	1.87
2	(Constant)	.47	.32		1.46	.15		
	Age	.01	.01	.06	1.26	.21	.54	1.86
	Gender	-.01	.07	-.01	-.18	.86	.97	1.03
	Tenure	-.01	.01	-.03	-.68	.50	.53	1.89
	ZLMX	.70	.08	.65	8.91	.00	.23	4.30
	ZLEE	.14	.05	.15	2.84	.00	.46	2.16
3	(Constant)	3.67	.20		18.65	.00		
	Age	.01	.01	.06	1.26	.21	.54	1.86
	Gender	-.01	.07	-.01	-.18	.86	.97	1.03
	Tenure	-.01	.01	-.03	-.68	.50	.53	1.89
	ZLMX	.64	.07	.65	8.91	.00	.23	4.30
	ZLEE	.14	.05	.15	2.84	.01	.46	2.16
	ZLMX*ZLEE	-.09	.05	-.10	-1.79	.08	.39	2.59

According to the above tables leader emotional expressivity (LEE) ($\beta = -0.10$, $t = -1.79$, $p > .05$) does not moderate the relationship between leader-member exchange (LMX) and follower job satisfaction. While leader emotional expressivity has a positive contribution ($\beta = .15$, $t = 2.84$, $p < .05$) to the dependent variable of follower

job satisfaction, the interaction of leader emotional expressivity with leader-member exchange is insignificant, meaning that there is no moderating effect of leader emotional expressivity on the relationship between leader-member exchange and follower job satisfaction. The model explains 69% of the variance ($p < .05$) in the dependent variable. Therefore, H16 (The relationship between leader-member exchange (LMX) and follower job satisfaction will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower job satisfaction is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE) is not supported.

The multiple regression models for the moderating effect of leader emotional expressivity (LEE) on the relationship between authentic leadership and follower job performance are demonstrated as follows:

Model 1: Follower job performance = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower job performance = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZAuthentic leadership) + β_5*(ZLEE) + ε

Model 3: Follower job performance = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZAuthentic leadership) + β_5*(ZLEE) + β_6*(ZAuthentic leadership * ZLEE) + ε

In these models; age, gender, and tenure are control variables.

Table 64 and 65 below show the moderating effect of leader emotional expressivity (LEE) on the relationship between authentic leadership and follower job performance.

Table 64. Model Summary of the Multiple Regression Analysis for the Moderation of LEE on the Relationship between Authentic Leadership and Follower Job Performance

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.17	.03	.02	.90	.03	2.63	3	254	.05	
2	.83	.69	.68	.51	.66	247.15	2	252	.00	
3	.83	.69	.68	.51	.02	14.67	1	251	.00	1.72

Table 65. Regression Coefficients for the Moderation of LEE on the Relationship between Authentic Leadership and Follower Job Performance

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	B			Tolerance	VIF
1	(Constant)	4.65	.31		14.78	.00		
	Age	-.02	.01	-.12	-1.39	.17	.54	1.86
	Gender	-.18	.12	-.10	-1.57	.12	.99	1.01
	Tenure	-.01	.02	-.02	-.28	.78	.54	1.87
2	(Constant)	1.58	.29		5.51	.00		
	Age	-.01	.01	-.06	-1.20	.23	.54	1.87
	Gender	-.10	.07	-.05	-1.48	.14	.97	1.03
	Tenure	.01	.01	.04	.91	.36	.53	1.89
	ZAuthentic leadership	.52	.07	.50	7.15	.00	.25	3.98
	ZLEE	.21	.05	.24	4.35	.00	.41	2.43
3	(Constant)	4.35	.18		24.05	.00		
	Age	-.01	.01	-.06	-1.20	.23	.54	1.87
	Gender	-.10	.07	-.05	-1.48	.14	.97	1.03
	Tenure	.01	.01	.04	.91	.36	.53	1.89
	ZAuthentic leadership	.46	.06	.50	7.15	.00	.25	3.98
	ZLEE	.22	.05	.24	4.35	.00	.41	2.43
	ZAuthentic leadership*ZLEE	-.17	.04	-.20	-3.83	.00	.47	2.11

As seen in the tables above, leader emotional expressivity (LEE) ($\beta = -0.20$, $t = -3.83$, $p < .05$) moderates the relationship between authentic leadership and follower job performance. While leader emotional expressivity has a positive contribution ($\beta = .24$, $t = 4.35$, $p < .05$) to the dependent variable of job performance, the interaction of leader emotional expressivity with authentic leadership is negative. The model

explains 69% of the variance ($p < .05$) in the dependent variable. Therefore, H17 (The relationship between authentic leadership and follower job performance will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower job performance is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE) is supported.

Figure 6 below shows the moderation chart depicting the moderating effect of LEE on the relationship authentic leadership and follower job performance:

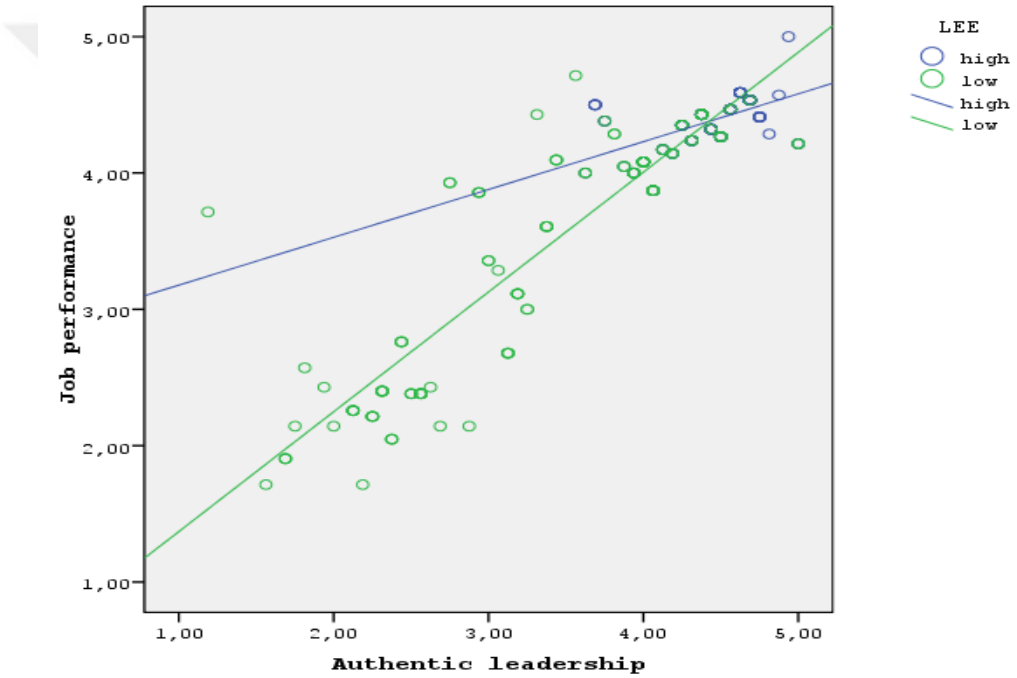

Figure 6. Moderation chart depicting the moderating effect of LEE on the relationship between authentic leadership and follower job performance

In order to see if the two lines on Figure 6 significantly differ from zero or the horizontal line, we will conduct simple slopes analysis below:

Follower job performance = 4.347 + 0.456 * ZAuthentic leadership + 0.217 * ZLEE – 0.167 * (ZAuthentic leadership * ZLEE)

For low LEE, we set the value (-1) for LEE, which makes:

Follower job performance = 4.347 + 0.456 * ZAuthentic leadership + 0.217 * (-1) – 0.167 * (ZAuthentic leadership * (-1)), which equals:

Follower job performance = 4.130 + 0.623 * ZAuthentic leadership

From the above equation, we see that in case of low leader emotional expressivity, follower job performance is positively related to authentic leadership.

For high LEE, we set the value (+1) for LEE, which makes:

Follower job performance = 4.347 + 0.456 * ZAuthentic leadership + 0.217 * (+1) – 0.167 * (ZAuthentic leadership * (+1)), which equals:

Follower job performance = 4.564 + 0.289 * ZAuthentic leadership

From the above equation, we see that in case of high leader emotional expressivity, follower job performance is still positively related to authentic leadership.

Now, we will conduct simple slopes analysis to answer the question whether the gradients of authentic leadership (0.623 and 0.289, respectively) differ from zero and if follower job performance is positively related to authentic leadership for both low and high levels of leader emotional expressivity.

Now, we will calculate the standard error of the gradients of authentic leadership applying the below formula:

Standard error = Square root of [s33 + 2*Z*s31 + Z*Z*s11]; where

- s33 is the number in the row and column that corresponds to the independent variable: ZAuthentic leadership, where s33 is .004.
- s31 is the number in the row that corresponds to the independent variable and the column that corresponds to the interaction, which represents the covariance of the beta value associated with the independent variable and interaction. Here, s31 is .002.

- s11 is the number in the row and column that corresponds to the interaction term: ZAuthentic leadership*ZLEE. This number represents the variance of the beta value associated with the interaction. Here, s11 is .002.

Table 66 shows the covariances for the standardized variables of authentic leadership, leader emotional expressivity (LEE), and the interaction of authentic leadership and LEE.

Table 66. Covariances between ZAuthentic leadership, ZLEE, and ZAuthentic leadership*ZLEE

	ZAuthentic leadership*ZLEE	ZLEE	ZAuthentic leadership
ZAuthentic leadership*ZLEE	.002	-.001	.002
ZLEE	-.001	.002	-.002
ZAuthentic leadership	.002	-.002	.004

When LEE is low, Z is set to -1. Thus, SE = Square root of [.004 + 2*(-1)* .002 + (-1)*(-1)*.002] = 0.045

When LEE is high, Z is set to +1. Thus, SE = Square root of [.004 + 2*(+1)* .002 + (+1)*(+1)*.002] = 0.1

Now, we will divide the gradient by the standard error, to generate a t value to ascertain whether the simple slope, namely the slope of each line, differs from zero.

- When LEE is low, t = .623 / .045 = 13.84
- When LEE is high, t = .289 / .1 = 2.89

Then, to determine the p value when LEE is low, we type =TDIST(13.84,251,2) on Excel, where the first number is the t value, the second number is the degree of freedom, and the 2 denotes two tailed. The result is significant at .05.

To determine the p value when LEE is high, we type =TDIST(2.89,251,2) on Excel, which is also significant at .05.

Hence, both of the two slopes differ significantly from 0, namely from the horizontal plane.

Figure 6 above suggests that the relationship between job performance and authentic leadership are more positive for those employees whose leaders are lower on emotional expressivity (low LEE) as compared to those whose leaders are higher on emotional expressivity (high LEE). Simple slope analysis also indicates that the beta coefficient for job performance and authentic leadership is (beta value from slope analysis) is significantly positive for both “low LEE” and “high LEE” groups.

The multiple regression models for the moderating effect of leader emotional expressivity (LEE) on the direct effect of leader-member exchange (LMX) on follower job performance are demonstrated as follows:

Model 1: Follower job performance = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower job performance = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZLMX) + β_5*(ZLEE) + ε

Model 3: Follower job performance = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZLMX) + β_5*(ZLEE) + β_6*(ZLMX * ZLEE) + ε

In these models; age, gender, and tenure are control variables.

Table 67 and 68 illustrate the moderating effect of leader emotional expressivity (LEE) on the relationship between leader-member exchange (LMX) and follower job performance.

Table 67. Model Summary of the Multiple Regression Analysis for the Moderation of LEE on the Relationship between LMX and Follower Job Performance

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.17	.03	.02	.90	.03	2.63	3	254	.05	
2	.83	.70	.69	.51	.67	263.83	2	252	.00	
3	.83	.70	.69	.51	.01	7.71	1	251	.01	1.83

Table 68. Regression Coefficients for the Moderation of LEE on the Relationship between LMX and Follower Job Performance

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	B			Tolerance	VIF
1	(Constant)	4.65	.31		14.78	.00		
	Age	-.02	.01	-.12	-1.39	.17	.54	1.86
	Gender	-.18	.12	-.10	-1.57	.12	.99	1.01
	Tenure	-.01	.02	-.02	-.28	.78	.54	1.87
2	(Constant)	1.55	.29		5.27	.00		
	Age	-.01	.01	-.06	-1.18	.24	.54	1.86
	Gender	-.12	.07	-.06	-1.77	.08	.97	1.03
	Tenure	.01	.01	.05	.93	.35	.53	1.89
	ZLMX	.52	.07	.51	7.11	.00	.23	4.30
	ZLEE	.23	.05	.26	5.10	.00	.46	2.16
3	(Constant)	4.34	.18		24.08	.00		
	Age	-.01	.01	-.06	-1.18	.24	.54	1.86
	Gender	-.12	.07	-.06	-1.77	.08	.97	1.03
	Tenure	.01	.01	.05	.93	.35	.53	1.89
	ZLMX	.47	.07	.51	7.11	.00	.23	4.30
	ZLEE	.24	.05	.26	5.10	.00	.46	2.16
	ZLMX*ZLEE	-.12	.04	-.16	-2.78	.01	.39	2.59

The above tables demonstrate that leader emotional expressivity (LEE) ($\beta = -0.16$, $t = -2.78$, $p < .05$) moderates the relationship between leader-member exchange (LMX) and follower job performance. While leader emotional expressivity has a positive contribution ($\beta = .26$, $t = 5.10$, $p < .05$) to the dependent variable of job performance, the interaction of leader emotional expressivity with leader-member exchange is negative. The model explains 70% of the variance ($p < .05$) in the dependent variable. Therefore, H18 (The relationship between leader-member

exchange (LMX) and follower job performance will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower job performance is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE) is supported.

Figure 7 below demonstrates the moderation chart depicting the moderating effect of LEE on the relationship leader-member exchange (LMX) and follower job performance:

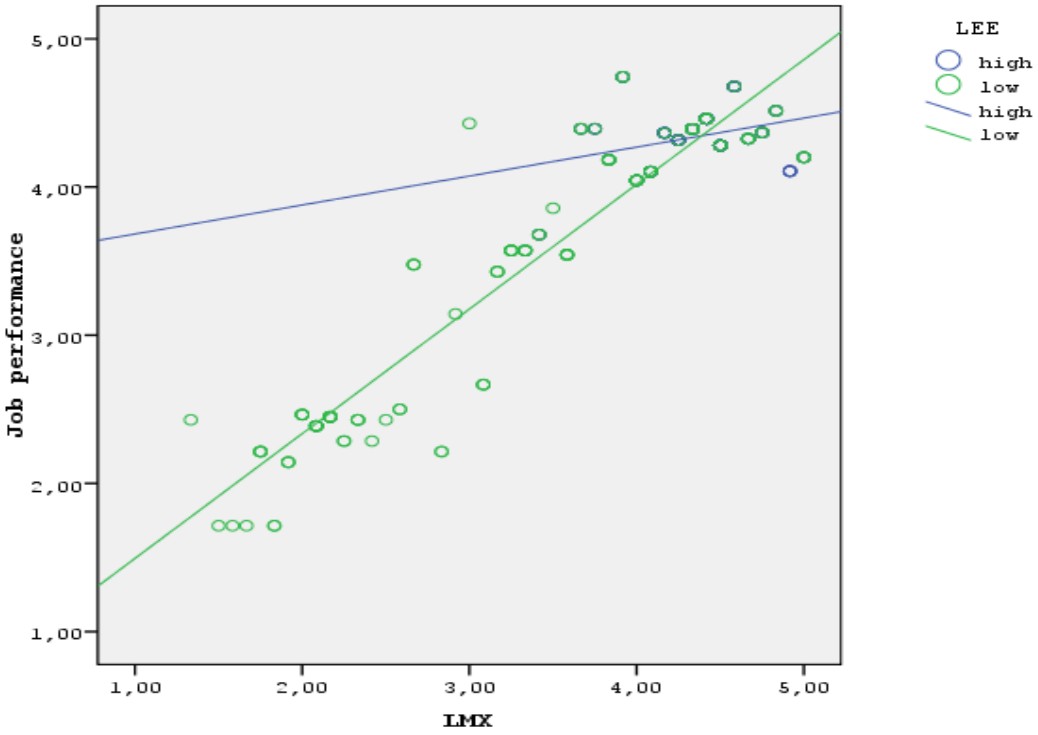

Figure 7. Moderation chart depicting the moderating effect of LEE on the relationship between leader-member exchange (LMX) and follower job performance

In order to see if the two lines on Figure 7 significantly differ from zero or the horizontal line, we will conduct simple slopes analysis below:

Follower job performance = 4.335 + 0.467 * ZLMX + 0.237 * ZLEE – 0.123 * (ZLMX * ZLEE)

For low LEE, we set the value (-1) for LEE, which makes:

Follower job performance = 4.335 + 0.467 * ZLMX + 0.237 * (-1) – 0.123 * (ZLMX * (-1)), which equals:

Follower job performance = 4.098 + 0.590 * ZLMX

From the above equation, we see that in case of low leader emotional expressivity, follower job performance is positively related to leader-member exchange (LMX).

For high LEE, we set the value (+1) for LEE, which makes:
Follower job performance = 4.335 + 0.467 * ZLMX + 0.237 * (+1) – 0.123 * (ZLMX * (+1)), which equals:

Follower job performance = 4.572 + 0.344 * ZLMX

From the above equation, we see that in case of high leader emotional expressivity, follower job performance is still positively related to leader-member exchange (LMX).

Now, we will conduct simple slopes analysis to answer the question whether the gradients of LMX (0.590 and 0.344, respectively) differ from zero and if follower job performance is positively related to leader-member exchange (LMX) for both low and high levels of leader emotional expressivity.

Now, we will calculate the standard error of the gradients of leader-member exchange (LMX) applying the below formula:

Standard error = Square root of [s33 + 2*Z*s31 + Z*Z*s11]; where

- s33 is the number in the row and column that corresponds to the independent variable: ZLMX, where s33 is .003.
- s31 is the number in the row that corresponds to the independent variable and the column that corresponds to the interaction, which represents the

covariance of the beta value associated with the independent variable and interaction. Here, s31 is .002.

- s11 is the number in the row and column that corresponds to the interaction term: ZLMX*ZLEE. This number represents the variance of the beta value associated with the interaction. Here, s11 is .002.

Table 69 shows the covariances between the standardized variables of leader-member exchange (LMX), leader emotional expressivity (LEE), and the interaction of leader-member exchange (LMX) and LEE.

Table 69. Covariances between ZLMX, ZLEE, and ZLMX*ZLEE

	ZLMX*ZLEE	ZLEE	ZLMX
ZLMX*ZLEE	.002	-.001	.002
ZLEE	-.001	.002	-.002
ZLMX	.002	-.002	.004

When LEE is low, Z is set to -1. Thus, SE = Square root of [.004 + 2*(-1)* .002 + (-1)*(-1)*.002] = 0.045

When LEE is high, Z is set to +1. Thus, SE = Square root of [.004 + 2*(+1)* .002 + (+1)*(+1)*.002] = 0.100

Now, we will divide the gradient by the standard error, to generate a t value to ascertain whether the simple slope, namely the slope of each line, differs from zero.

- When LEE is low, t = .590 / 0.045 = 13.11
- When LEE is high, t = .344 / .100 = 3.44

Then, to determine the p value when LEE is low, we type =TDIST(13.11,251,2) on Excel, where the first number is the t value, the second number is the degree of freedom, and the 2 denotes two tailed. The p value equals to .00 which is significant at .05.

To determine the p value when LEE is high, we type =TDIST(3.44,251,2) on Excel. The p value equals to .00 which is again significant at .05.

Hence, the slope of the line for high LEE differs significantly from 0, namely from the horizontal plane.

Figure 7 above suggests that the relationship between job performance and LMX are more positive for those employees whose leaders are lower on emotional expressivity (low LEE) as compared to those whose leaders are higher on emotional expressivity (high LEE). Simple slope analysis also indicates that the beta coefficient for job performance and LMX is (beta value from slope analysis) is significantly positive for both "low LEE" and "high LEE" groups.

The multiple regression models for the moderating effect of leader emotional expressivity (LEE) on the relationship between authentic leadership and follower organizational citizenship behavior (OCB) are demonstrated as follows:

Model 1: Follower OCB = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower OCB = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZAuthentic leadership) + β_5*(ZLEE) + ε

Model 3: Follower OCB = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZAuthentic leadership) + β_5*(ZLEE) + β_6*(ZAuthentic leadership * ZLEE) + ε

In these models; age, gender, and tenure are control variables.

Table 70 and 71 demonstrate the moderating effect of leader emotional expressivity (LEE) on the relationship between authentic leadership and follower organizational citizenship behavior (OCB).

Table 70. Model Summary of the Multiple Regression Analysis for the Moderation of LEE on the Relationship between Authentic Leadership and Follower OCB

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.15	.02	.01	.90	.02	1.97	3	254	.12	
2	.87	.75	.75	.46	.73	326.39	2	252	.00	
3	.87	.75	.75	.46	.02	23.00	1	251	.00	1.77

Table 71. Regression Coefficients for the Moderation of LEE on the Relationship between Authentic Leadership and Follower OCB

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	B			Tolerance	VIF
1	(Constant)	4.36	.32		13.83	.00		
	Age	-.01	.01	-.07	-.83	.41	.54	1.86
	Gender	-.14	.12	-.07	-1.18	.24	.99	1.01
	Tenure	-.02	.02	-.07	-.77	.44	.54	1.87
2	(Constant)	1.20	.26		4.67	.00		
	Age	-.00	.01	-.01	-.15	.88	.54	1.87
	Gender	-.04	.06	-.02	-.71	.48	.97	1.03
	Tenure	.00	.01	.00	.06	.96	.53	1.89
	ZAuthentic leadership	.49	.07	.47	7.50	.00	.25	3.98
	ZLEE	.27	.04	.30	6.15	.00	.41	2.43
3	(Constant)	4.04	.16		24.94	.00		
	Age	-.00	.01	-.01	-.15	.88	.54	1.87
	Gender	-.04	.06	-.02	-.71	.48	.97	1.03
	Tenure	.00	.01	.00	.06	.96	.53	1.89
	ZAuthentic leadership	.43	.06	.47	7.50	.00	.25	3.98
	ZLEE	.27	.05	.30	6.15	.00	.41	2.43
	ZAuthentic leadership*ZLEE	-.19	.04	-.22	-4.80	.00	.47	2.11

The above tables shows that leader emotional expressivity (LEE) ($\beta = -0.22$, $t = -4.80$, $p < .05$) moderates the relationship between authentic leadership and follower organizational citizenship behavior (OCB). While leader emotional expressivity has a positive contribution ($\beta = .30$, $t = 6.15$, $p < .05$) to the dependent variable of organizational citizenship behavior, the interaction of leader emotional expressivity with authentic leadership is negative. The model explains 75% of the variance (p

<.05) in the dependent variable. Therefore, H19 (The relationship between authentic leadership and follower organizational citizenship behavior (OCB) will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and OCB is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE) is supported.

Figure 8 below shows the moderation chart depicting the moderating effect of LEE on the relationship authentic leadership and follower organizational citizenship behavior (OCB):

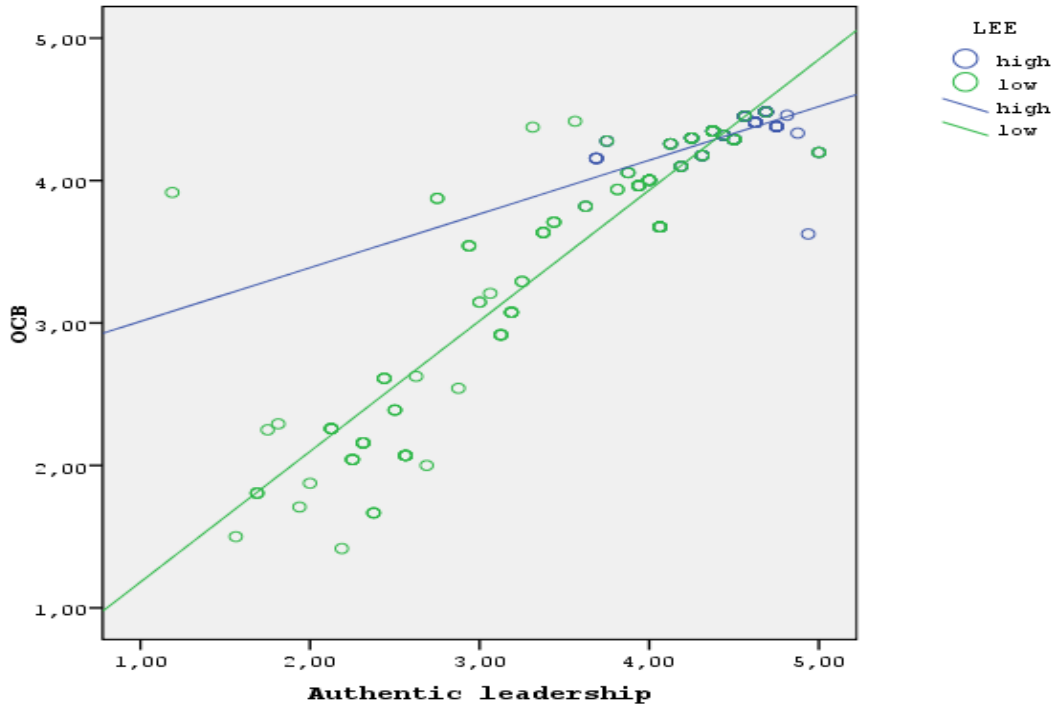

Figure 8. Moderation chart depicting the moderating effect of LEE on the relationship between authentic leadership and follower organizational citizenship behavior (OCB)

In order to see if the two lines on Figure 8 significantly differ from zero or the horizontal line, we will conduct simple slopes analysis below:

Follower OCB = 4.041 + 0.428 * ZAuthentic leadership + 0.274 * ZLEE – 0.188 * (ZAuthentic leadership * ZLEE)

For low LEE, we set the value (-1) for LEE, which makes:

Follower OCB = 4.041 + 0.428 * ZAuthentic leadership + 0.274 * (-1) – 0.188 * (ZAuthentic leadership * (-1)), which equals:

Follower OCB = 3.767 + 0.616 * ZAuthentic leadership

From the above equation, we see that in case of low leader emotional expressivity, follower organizational citizenship behavior (OCB) is positively related to authentic leadership.

For high LEE, we set the value (+1) for LEE, which makes:

Follower OCB = 4.041 + 0.428 * ZAuthentic leadership + 0.274 * (+1) – 0.188 * (ZAuthentic leadership * (+1)), which equals:

Follower OCB = 4.315 + 0.240 * ZAuthentic leadership

From the above equation, we see that in case of high leader emotional expressivity, follower OCB is still positively related to authentic leadership.

Now, we will conduct simple slopes analysis to answer the question whether the gradients of authentic leadership (0.616 and 0.240, respectively) differ from zero and if follower OCB is positively related to authentic leadership for both low and high levels of leader emotional expressivity.

Now, we will calculate the standard error of the gradients of authentic leadership applying the below formula:

Standard error = Square root of [s33 + 2*Z*s31 + Z*Z*s11]; where

- s33 is the number in the row and column that corresponds to the independent variable: ZAuthentic leadership, where s33 is .003.

- s31 is the number in the row that corresponds to the independent variable and the column that corresponds to the interaction, which represents the covariance of the beta value associated with the independent variable and interaction. Here, s31 is .002.
- s11 is the number in the row and column that corresponds to the interaction term: ZAuthentic leadership*ZLEE. This number represents the variance of the beta value associated with the interaction. Here, s11 is .002.

Table 72 shows the covariances between the standardized variables of authentic leadership, leader emotional expressivity (LEE), and the interaction of authentic leadership and LEE.

Table 72. Covariances between ZAuthentic leadership, ZLEE, and ZAuthentic leadership*ZLEE

	ZAuthentic leadership*ZLEE	ZLEE	ZAuthentic leadership
ZAuthentic leadership*ZLEE	.002	-.001	.002
ZLEE	-.001	.002	-.002
ZAuthentic leadership	.002	-.002	.003

When LEE is low, Z is set to -1. Thus, SE = Square root of [.003 + 2*(-1)* .002 + (-1)*(-1)*.002] = 0.032

When LEE is high, Z is set to +1. Thus, SE = Square root of [.003 + 2*(+1)* .002 + (+1)*(+1)*.002] = 0.095

Now, we will divide the gradient by the standard error, to generate a t value to ascertain whether the simple slope, namely the slope of each line, differs from zero.

- When LEE is low, t = .616 / .032 = 19.25
- When LEE is high, t = .240 / .095 = 2.53

Then, to determine the p value when LEE is low, we type =TDIST(19.25,251,2) on Excel, where the first number is the t value, the second number is the degree of freedom, and the 2 denotes two tailed. The p value equals to .00 which is significant at .05.

To determine the p value when LEE is high, we type =TDIST(2.53,251,2) on Excel. The p value equals to .01 which is again significant at .05.

Hence, both of the two slopes differ significantly from 0, namely from the horizontal plane.

Figure 8 above suggests that the relationship between OCB and authentic leadership are more positive for those employees whose leaders are lower on emotional expressivity (low LEE) as compared to those whose leaders are higher on emotional expressivity (high LEE). Simple slope analysis also indicates that the beta coefficient for OCB and authentic leadership is (beta value from slope analysis) is significantly positive for both "low LEE" and "high LEE" groups.

The multiple regression models for the moderating effect of leader emotional expressivity (LEE) on the relationship between leader-member exchange (LMX) and follower organizational citizenship behavior (OCB) are demonstrated as follows:

Model 1: Follower OCB = $\beta_0 + \beta_1$*(Age) + β_2*(Gender) + β_3*(Tenure) + ε

Model 2: Follower OCB = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZLMX) + β_5*(ZLEE) + ε

Model 3: Follower OCB = $\beta_0 + \beta 1$*(Age) + β_2*(Gender) + β_3*(Tenure) + β_4*(ZLMX) + β_5*(ZLEE) + β_6*(ZLMX * ZLEE) + ε

In these models; age, gender, and tenure are control variables.

Table 73 and 74 show the moderating effect of leader emotional expressivity (LEE) on the relationship between leader-member exchange (LMX) and follower organizational citizenship behavior (OCB).

Table 73. Model Summary of the Multiple Regression Analysis for the Moderation of LEE on the Relationship between LMX and Follower Organizational Citizenship Behavior (OCB)

Model Summary										
Model	R	R^2	Adj. R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.15	.02	.01	.90	.02	1.97	3	254	.12	
2	.87	.76	.76	.45	.74	368.74	2	252	.00	
3	.87	.76	.76	.45	.01	11.99	1	251	.00	1.89

Table 74. Regression Coefficients for the Moderation of LEE on the Relationship between LMX and Follower Organizational Citizenship Behavior (OCB)

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	B			Tolerance	VIF
1	(Constant)	4.36	.32		13.83	.00		
	Age	-.01	.01	-.07	-.83	.41	.54	1.86
	Gender	-.14	.12	-.07	-1.18	.24	.99	1.01
	Tenure	-.02	.02	-.07	-.77	.44	.54	1.87
2	(Constant)	1.12	.26		4.32	.00		
	Age	-.00	.01	-.01	-.14	.89	.54	1.86
	Gender	-.06	.06	-.03	-.1.06	.29	.97	1.03
	Tenure	.00	.01	.00	.09	.93	.53	1.89
	ZLMX	.51	.06	.51	7.92	.00	.23	4.30
	ZLEE	.28	.04	.31	6.89	.00	.46	2.16
3	(Constant)	4.03	.16		25.35	.00		
	Age	-.00	.01	-.01	-.14	.89	.54	1.86
	Gender	-.06	.06	-.03	-1.06	.29	.97	1.03
	Tenure	.00	.01	.00	.09	.93	.53	1.89
	ZLMX	.46	.06	.51	7.92	.00	.23	4.30
	ZLEE	.28	.04	.31	6.89	.00	.46	2.16
	ZLMX*ZLEE	-.14	.04	-.17	-3.46	.00	.39	2.59

According to the above tables, leader emotional expressivity (LEE) ($\beta = -0.17$, $t = -3.46$, $p < .05$) moderates the relationship between leader-member exchange (LMX) and follower organizational citizenship behavior (OCB). While leader emotional

expressivity has a positive contribution (β = .31, t = 6.89, p < .05) to the dependent variable of organizational citizenship behavior, the interaction of leader emotional expressivity with leader-member exchange is negative. The model explains 76% of the variance (p < .05) in the dependent variable. Therefore, H20 (The relationship between leader-member exchange (LMX) and follower organizational citizenship behavior (OCB) will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and OCB is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE) is supported.

Figure 9 below shows the moderation chart depicting the moderating effect of LEE on the relationship leader-member exchange (LMX) and follower organizational citizenship behavior (OCB):

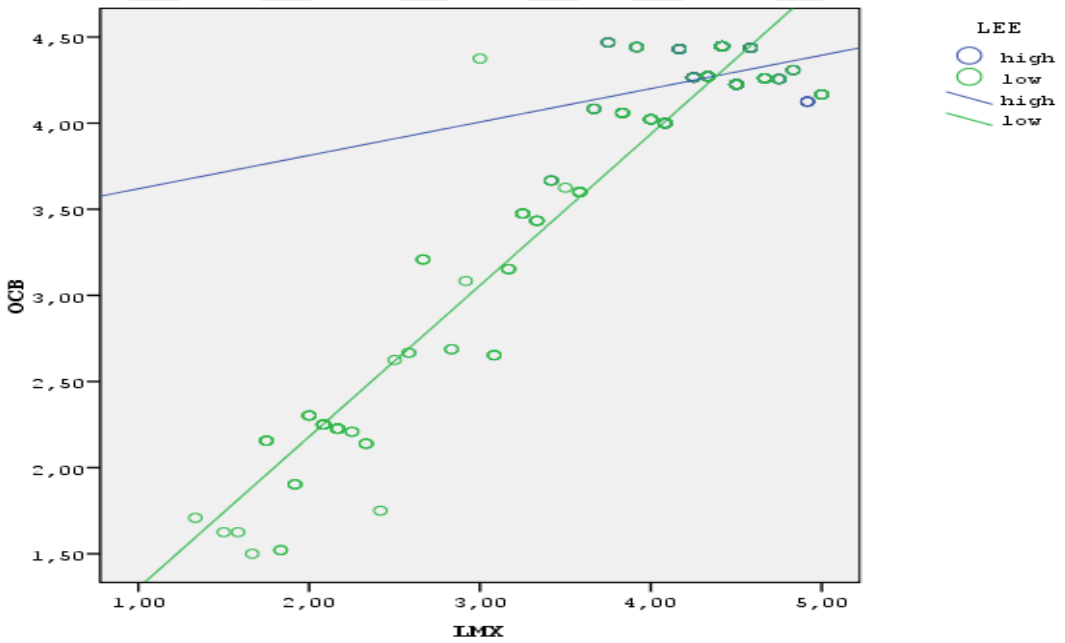

Figure 9. Moderation chart depicting the moderating effect of LEE on the relationship between leader-member exchange (LMX) and follower organizational citizenship behavior (OCB)

In order to see if the two lines on Figure 9 significantly differ from zero or the horizontal line, we will conduct simple slopes analysis below:

Follower OCB = 4.025 + 0.459 * ZLMX + 0.283 * ZLEE – 0.136 * (ZLMX * ZLEE)

For low LEE, we set the value (-1) for LEE, which makes:

Follower OCB = 4.025 + 0.459 * ZLMX + 0.283 * (-1) – 0.136* (ZLMX * (-1)), which equals:

Follower OCB = 3.742 + 0.595 * ZLMX

From the above equation, we see that in case of low leader emotional expressivity, follower job performance is positively related to leader-member exchange (LMX).

For high LEE, we set the value (+1) for LEE, which makes:

Follower OCB = 4.025 + 0.459 * ZLMX + 0.283 * (+1) – 0.136 * (ZLMX * (+1)), which equals:

Follower OCB = 4.308 + 0.323 * ZLMX

From the above equation, we see that in case of high leader emotional expressivity, follower OCB is still positively related to leader-member exchange (LMX).

Now, we will conduct simple slopes analysis to answer the question whether the gradients of LMX (0.595 and 0.323, respectively) differ from zero and if follower OCB is positively related to leader-member exchange (LMX) for both low and high levels of leader emotional expressivity.

Now, we will calculate the standard error of the gradients of leader-member exchange (LMX) applying the below formula:

Standard error = Square root of [s33 + 2*Z*s31 + Z*Z*s11]; where

- s33 is the number in the row and column that corresponds to the independent variable: ZLMX, where s33 is .003.
- s31 is the number in the row that corresponds to the independent variable and the column that corresponds to the interaction, which represents the covariance of the beta value associated with the independent variable and interaction. Here, s31 is .002.
- s11 is the number in the row and column that corresponds to the interaction term: ZLMX*ZLEE. This number represents the variance of the beta value associated with the interaction. Here, s11 is .002.

Table 75 shows the covariances between the standardized variables of leader-member exchange (LMX), leader emotional expressivity (LEE), and the interaction of leader-member exchange (LMX) and LEE.

Table 75. Covariances between ZLMX, ZLEE, and ZLMX*ZLEE

	ZLMX*ZLEE	ZLEE	ZLMX
ZLMX*ZLEE	.002	-.001	.002
ZLEE	-.001	.002	-.002
ZLMX	.002	-.002	.003

When LEE is low, Z is set to -1. Thus, SE = Square root of [.003 + 2*(-1)* .002 + (-1)*(-1)*.002] = 0.032

When LEE is high, Z is set to +1. Thus, SE = Square root of [.003 + 2*(+1)* .002 + (+1)*(+1)*.002] = 0.095

Now, we will divide the gradient by the standard error, to generate a t value to ascertain whether the simple slope, namely the slope of each line, differs from zero.

- When LEE is low, t = .595 / 0.032 = 18.59
- When LEE is high, t = .323 / .095 = 3.40

Then, to determine the p value when LEE is low, we type =TDIST(18.59,251,2) on Excel, where the first number is the t value, the second number is the degree of freedom, and the 2 denotes two tailed. The p value equals to .00 which is significant at .05.

To determine the p value when LEE is high, we type =TDIST(3.40,251,2) on Excel. The p value equals to .00 which is again significant at .05.

Hence, the slope of the line for high LEE differs significantly from 0, namely from the horizontal plane.

Figure 9 above suggests that the relationship between OCB and LMX are more positive for those employees whose leaders are lower on emotional expressivity (low LEE) as compared to those whose leaders are higher on emotional expressivity (high LEE). Simple slope analysis also indicates that the beta coefficient for OCB and LMX is (beta value from slope analysis) is significantly positive for both "low LEE" and "high LEE" groups.

Table 76 and 77 show the summaries of the hypothesized relationships for the contributions of authentic leadership and LMX to follower job outcomes, and for the moderating effect of the strength of leader emotional expressivity (LEE), consequently.

Table 76. Summary of Hypothesized Relationships for the Contributions of Authentic Leadership and LMX to Follower Job Outcomes

No.	Hypothesized Statement	
H1:	Authentic leadership will have a positive contribution to follower affective commitment.	Supported
H2:	Authentic leadership will have a positive contribution to follower trust in leader.	Supported
H3:	Authentic leadership will have a positive contribution to follower job satisfaction.	Supported
H4:	Authentic leadership will have a positive contribution to follower job performance.	Supported
H5:	Authentic leadership will have a positive contribution to follower organizational citizenship behavior (OCB).	Supported
H6:	Leader-member exchange (LMX) will have a positive contribution to follower affective commitment.	Supported
H7:	Leader-member exchange (LMX) will have a positive contribution to follower trust in leader.	Supported
H8:	Leader-member exchange (LMX) will have a positive contribution to follower job satisfaction.	Supported
H9:	Leader-member exchange (LMX) will have a positive contribution to follower job performance.	Supported
H10:	Leader-member exchange (LMX) will have a positive contribution to follower organizational citizenship behavior (OCB).	Supported

Table 77. Summary of Hypothesized Relationships for the Moderating Effect of the Strength of Leader Emotional Expressivity (LEE)

No.	Hypothesized Statement	
H11:	The relationship between authentic leadership and follower affective commitment will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower affective commitment is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.	Not supported
H12:	The relationship between LMX and follower affective commitment will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower affective commitment is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.	Not supported
H13:	The relationship between authentic leadership and follower trust in leader will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower trust in leader is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.	Supported
H14:	The relationship between LMX and follower trust in leader will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower trust in leader is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.	Supported
H15:	The relationship between authentic leadership and follower job satisfaction will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower job satisfaction is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.	Supported
H16:	The relationship between LMX and follower job satisfaction is moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower job satisfaction is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.	Not supported
H17:	The relationship between authentic leadership and follower job performance will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and follower job performance is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.	Supported
H18:	The relationship between LMX and follower job performance will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and follower job performance is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.	Supported
H19:	The relationship between authentic leadership and follower organizational citizenship behavior (OCB) will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between authentic leadership and OCB is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.	Supported
H20:	The relationship between LMX and follower organizational citizenship behavior (OCB) will be moderated by leader emotional expressivity (LEE), in such a way that the relationship between LMX and OCB is more positive for those employees whose leaders are lower on LEE as compared to those whose leaders are higher on LEE.	Supported

CHAPTER 6

DISCUSSION AND CONCLUSION

6.1 Discussion

The present research examined the nature of the contribution of authentic leadership and leader-member exchange (LMX) to follower job outcomes, with a focus on the moderating effect of the strength of leader emotional expressivity (LEE).

This chapter intends to discuss the findings of the dissertation, the implications for theory and research, limitations of the present study, and conclusions of the dissertation.

The first aim of this study was to see the contribution of authentic leadership and LMX to follower job outcomes, that are affective commitment, trust in leader, job satisfaction, job performance, and organizational citizenship behavior (OCB). We found support for all ten hypothesized relationships.

The second aim of this study was to observe the moderating effect of the strength of leader emotional expressivity on the aforementioned relationship. Here, we did not find support for the ten moderating relationships that we hypothesized. In the next section, we will elaborate on the hypothesized relationships and discuss the findings.

As hypothesized and found in H1, followers of authentic leaders have greater affective commitment towards their organization. Allen and Meyer (1990) defined affective organizational commitment as the employee's positive sentimental adherence to and identification with the organization. The results of this study approved our expectation that followers who feel that their leader is acting like his or her own self will develop a greater sense of bonding with their authentic leader and

therefore will desire to remain within the organization their leader is also working for.

As hypothesized and found in H2, followers of authentic leaders have greater trust in their leader. According to Rousseau et al.'s definition (1998, p. 395), trust is a "psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another". We assume that followers of authentic leaders will expect that the authentic leader will not disguise any truth from them and will speak his or her mind will contribute to their sense of trust.

As hypothesized and found in H3, followers of authentic leaders enjoy greater job satisfaction. According to the definition of Henderson and Hoy (1983), authentic leaders demonstrate the acceptance of organizational and personal responsibility for actions, outcomes, and mistakes, and tend to be non-manipulating of subordinates. All these qualities of authentic leaders will elicit a greater job satisfaction from their immediate followers.

As hypothesized and found in H4, followers of authentic leaders benefit from greater job performance. Begley (2001) suggests that authentic leadership may be thought of as a metaphor for professionally effective, ethically sound, and consciously reflective practices in educational administration. Naturally, these characteristics of authentic leaders will have a positive contribution to their followers' job performance.

As hypothesized and found in H5, followers of authentic leaders exhibit a higher level of organizational citizenship behavior (OCB). As George's (2003) description of authentic leaders suggests, authentic leaders are consistent and self-disciplined, and they build enduring relationships with people. These hallmarks of

authentic leaders are in line with the personality features of followers who might engage in organizational citizenship behavior more often, for example helping others with their heavy workload and not mentioning it.

As hypothesized and found in H6, followers of leaders with a high level of leader-member exchange (LMX) relationships exhibit a higher level of affective commitment towards their organization. This finding is in line with the Social Exchange Theory (Blau, 1964). Accordingly, followers who feel that they have a high-quality relationship with their followers will feel stronger sentimental adherence to their leader and their organization, as in Allen and Meyer's (1990) definition.

As hypothesized and found in H7, followers of leaders with a high level of LMX relationships exhibit a higher level of trust in their leader. According to Dirks and Ferrin (2002), trust in leaders is established via conducts such as open communication and integrity, which is a part of high-quality social exchange relationships.

As hypothesized and found in H8, followers of leaders with a high level of leader-member exchange (LMX) relationships enjoy a higher level of job satisfaction. Job satisfaction is defined by Locke (1976) as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". The positive relationship between high LMX leaders and their followers should contribute to the followers' positive job experiences.

As hypothesized and found in H9, followers of leaders with a high level of leader-member exchange (LMX) relationships benefit from a higher level of job performance. Employees in high-quality relationships with leaders may think of themselves as 'in-group members' (Wayne and Green, 1993), and be inclined to

bring about inner motivation via identification with supervisors (Farh et al., 2006), which will contribute to their job performance.

As hypothesized and found in H10, followers of leaders with a high level of leader-member exchange (LMX) relationships engage in a higher level of organizational citizenship behaviors (OCB). Organ (1988) defined Organizational Citizenship Behavior (OCB) as "individual behavior that in the aggregate aids organizational effectiveness, but that is neither a requirement of the individual's job nor directly rewarded by the formal system". According to the Social Exchange Theory by Blau (1964), followers of high LMX leader will feel the necessity to give back by expressing positive behaviors that are beyond their formal duties.

Contrary to expectations in H11 and H12, leader emotional expressivity (LEE) does not moderate the relationship between authentic leadership and follower affective commitment and between leader-member exchange and follower affective commitment, although in both situations, leader emotional expressivity has a significant positive contribution to the follower's affective commitment. As Avolio and Gardner (2005) stated, positive emotional attachment of followers towards their organization is a result of the individual and social identification with their leader. Although higher LEE still increases the outcome variable, it does not interact significantly with authentic leadership and leader-member exchange, as proposed in hypotheses H11 and H12.

As hypothesized and found in H13 and H14, leader emotional expressivity (LEE) moderates the relationship between authentic leadership and follower trust in leader and between leader-member exchange and follower trust in leader. Although in both situations, leader emotional expressivity has a significant positive contribution to follower trust in leader; parallel to our expectations, higher leader

emotional expressivity weakens the positive contributions of authentic leadership and leader-member exchange ~~on~~ to follower trust in leader for leaders who are strongly authentic or who engage in a high level of leader-member exchange. In line with the Social Exchange Theory (Blau, 1964), we assumed that followers would perceive the leaders who give voice to their true feelings as real human beings with sincere feelings and therefore as vulnerable. As a result, followers' trust in their leaders would be augmented and they would try to reciprocate. The results related with the hypotheses indicate that leader emotional expressivity has a positive contribution to follower trust in leader. Also, parallel to our propositions, the strength of leader emotional expressivity weakened the positive contributions of authentic leadership and leader-member exchange to follower trust in leader for leaders who are highly authentic or who engage in a high level of LMX. In other words, if leaders are highly emotionally expressive and if they are at the same time strongly authentic or demonstrate a high level of leader-member exchange, then the interaction of these two strong qualities results in weaker positive contributions of authentic leadership and LMX to follower trust in leader. On the other hand, higher leader emotional expressivity compensates for the low levels of authenticity and LMX in terms of increasing follower trust in leader.

As hypothesized and found in H15, leader emotional expressivity (LEE) moderates the relationship between authentic leadership and follower job satisfaction. Although leader emotional expressivity has a significant positive contribution to follower job satisfaction; in line with our expectations, higher leader emotional expressivity weakens the positive contribution of authentic leadership to follower job satisfaction for leaders who are already strongly authentic. The findings indicate that leader emotional expressivity has a positive contribution to follower job

satisfaction. Also, in line with our propositions, the strength of leader emotional expressivity weakened the contributions of authentic leadership on to follower job satisfaction for leaders who are highly authentic. Namely, if leaders are highly emotionally expressive and if they are at the same time strongly authentic, then the interaction of these two strong qualities results in weaker positive contribution of authentic leadership to follower job satisfaction. On the other hand, higher leader emotional expressivity compensates for the low levels of authenticity in terms of increasing follower job satisfaction.

Contrary to expectations in H16, leader emotional expressivity (LEE) does not moderate the relationship between leader-member exchange and follower job satisfaction, although leader emotional expressivity has a significant positive contribution to follower job satisfaction. We assumed that the strength of the emotional expressivity of the leaders would contribute to their followers' sense of being appraised by their leader, which is the core of Locke's (1976) definition of job satisfaction, which read that job satisfaction is a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304); therefore, we expected that high emotional expressivity would compensate for low levels of leader-member exchange. From the findings of the hypothesis testing, we see that the strength of leader emotional expressivity (LEE) does not have a significant effect on the relationship between leader-member exchange and follower job satisfaction, although higher LEE itself still increases the outcome variable.

As hypothesized and found in H17 and H18, leader emotional expressivity (LEE) moderates the relationship between authentic leadership and follower job performance and between leader-member exchange and follower job performance. Although in both situations, leader emotional expressivity has a significant positive

contribution to follower job performance; parallel to our expectations, higher leader emotional expressivity weakens the positive contributions of authentic leadership and leader-member exchange to follower job performance for leaders who are strongly authentic or for leaders who engage in a high level of LMX. We assumed that leaders who express their true emotions would be regarded by their followers as more approachable and easier for followers to take as an example and to identify with. Therefore, they could act as role models for their followers and show them which actions to take in order to contribute to the objectives of the organization. The findings indicate that leader emotional expressivity has a positive contribution to follower job performance. Also, in parallel to our propositions, the strength of leader emotional expressivity weakened the contributions of authentic leadership and leader-member exchange on to follower job performance for leaders who are highly authentic or who engage in a high level of LMX. Namely, if leaders are highly emotionally expressive and if they are at the same time strongly authentic or demonstrate a high level of leader-member exchange, then the interaction of these two strong qualities results in weaker positive contributions of authentic leadership and LMX to follower job performance. On the other hand, higher leader emotional expressivity compensates for the low levels of authenticity and LMX in terms of increasing follower job performance.

As hypothesized and found in H19 and H20, leader emotional expressivity (LEE) moderates the contributions of both authentic leadership and leader-member exchange to follower organizational citizenship behavior (OCB). Although in both situations, leader emotional expressivity has a significant positive contribution to follower organizational citizenship behavior; supporting our expectations, higher leader emotional expressivity weakens the positive contributions of authentic

leadership and leader-member exchange to follower organizational citizenship behavior for leaders who are strongly authentic or for leaders who demonstrate a high level of LMX. In parallel to Blau's (1964) Social Exchange Theory, we assume that followers' organizational citizenship behaviors are voluntary actions that are taken as gestures of goodwill as a response to the emotional expressivity of leaders because we think that emotionally expressive leaders present their goodwill to their followers by being open to them. Accordingly, although leader emotional expressivity has a significant positive contribution to follower OCB, in line with our propositions, the findings of the two hypotheses indicate that the strength of leader emotional expressivity lessened the positive contributions of both authentic leadership and leader-member exchange to follower organizational citizenship behavior for leaders who are strongly authentic or demonstrate a high level of LMX. We come up with the explanation that if leaders are highly emotionally expressive, namely does not hide the way he/she is feeling and doesn't mind to let other people see how he/she is feeling, and if they are at the same time strongly authentic or demonstrate a high level of leader-member exchange, then the interaction of these two strong qualities results in weaker positive contributions of authentic leadership and LMX to organizational citizenship behavior in followers. On the other hand, higher leader emotional expressivity compensates for the low levels of authenticity and LMX in terms of increasing follower OCB.

6.2 Conclusion

The results of the hypotheses and the simple slopes analyses show us that leader emotional expressivity, whether high or low, has an augmenting effect on all follower job outcomes. However, from the simple slopes analyses we can see that in

each case, lower leader emotional expressivity has a higher slope than higher emotional expressivity but the line for lower emotional expressivity begins from a much lower intersection point with the y-axis which corresponds to a specific follower job outcome. Therefore, beginning from a cutoff point where authentic leadership or LMX exceeds the level of 4.00 out of 5.00, the follower job outcomes start to be greater for higher emotional expressivity than for lower leader emotional expressivity. This finding can lead us to the idea that if leaders are very strongly authentic or engage in a very high level of LMX and if these leaders are also highly emotionally expressive, then such a combination of leader attributes may be considered as intimidating in the eyes of the followers and this could be one of the reasons of the fall of the positive follower job outcomes.

The combination of very strong authenticity by the leader and being highly emotionally expressive, or the combination of the engagement of the leader in a very high level of leader-member exchange and being highly emotionally expressive may result in an overly-possessive kind of leader-follower relationship in the eyes of the followers, such as in case of an overly possessive relationship between adults and children, where adults have a wish to be fully in control of the situation and attempt to make sure that they will get their fair share of benefits from the relationship (Flasher, 1978). Such a view of the leader by the followers may contribute to the decrease in follower job outcomes. Namely, followers may think that their leader is crossing a boundary with them by being highly emotionally expressive in addition to being strongly authentic or in addition to engaging in a high level of leader-member exchange relationship.

The results of this study also highlight the fact that there can be a leader emotional expressivity premium, in such a way that leaders who are not strongly

authentic or engage in a lower level of leader-member exchange relationship with their followers, however, if they are highly emotionally expressive, this high level of emotional expressivity can compensate for their lack of authenticity or engagement in leader-member exchange relationships. Therefore, followers may commit to a highly emotionally expressive leader even if this leader lacks authenticity or even if these followers are not part of the in-group. The existence of a high level of leader emotional expressivity can thus alter the charisma of the leader in parallel with the findings by Bono and Ilies (2006), where mood contagion, through the expression of positive emotions, was one of the psychological mechanisms by which charismatic leaders influence followers.

This dissertation has a number of theoretical implications. Firstly, this study differs from the previous work in that it takes authentic leadership and leader-member exchange together, and not separately, into account when analyzing the effect of these concepts on follower job outcomes. The reason for this is that we see some parallelism between authentic leadership and leader-member exchange, although authentic leadership and leader-member exchange are different concepts, such that authentic leaders do not necessarily have to engage in high quality LMX relationships with their followers, and leaders who engage in high quality LMX relationships with their follower can be non-authentic leaders.

Secondly, this research contributes to the leadership and emotions literatures by explaining the moderating effect of the strength of leader emotional expressivity on the relationship between authentic leadership, leader-member exchange and the five follower job outcomes. Emotions are intricately intertwined in theories of leadership and lie at the core of many leadership mechanisms such as inspiring followers, building and sustaining interpersonal relationships, and investing in

follower outcomes (e.g., Ashkanasy & Humphrey, 2011; Rajah, Song, & Arvey, 2011). This research provided corroborative evidence that the strength of leader emotional expressivity moderates the relationship between authentic leadership, leader-member exchange and follower job outcomes, except for the dependent variable follower affective commitment, and except for the relationship between LMX and follower job satisfaction. For the remaining dependent variables, a stronger leader emotional expressivity weakened the positive contributions of authentic leadership and leader-member exchange to the four aforementioned dependent variables, whereas a weaker leader emotional expressivity strengthened the positive contributions of authentic leadership and leader-member exchange to the four aforementioned dependent variables.

This dissertation has also a number of practical implications. Firstly, this study has shown that authentic leadership and leader-member exchange have positive effects on follower job outcomes. Followers, who believe that their leaders act like their own selves and build high-quality relationships with their followers, obtain positive job outcomes in terms of affective commitment, trust in leader, job satisfaction, job performance, and organizational citizenship behavior.

In addition to authentic leadership and leader-member exchange, leader emotional expressivity also has a significant positive contribution to all follower job outcomes of affective commitment, trust in leader, job satisfaction, job performance and OCB. This result leads us to the conclusion that higher emotional expressivity by leaders contributes positively to follower job outcomes. This finding points out to the importance of the emotional processes of leadership. However, when the interaction of leader emotional expressivity with the independent variables of authentic leadership and leader-member exchange takes place, the moderating effect of leader

emotional expressivity becomes negative and a higher leader emotional expressivity weakens the positive contributions of authentic leadership and leader-member exchange to follower job outcomes. Therefore, companies can set up training programs for emotional expressivity in order to improve the leaders' knowledge and skills to manage their emotional expressions within their company and develop an intuition about how much emotion to display in what circumstances when interacting with other organizational members. This study's results suggest that company leaders might benefit from assessing their own level of authenticity and engagement in leader-member exchange relationships with their followers, since this information would help them determine useful behavioral strategies, considering that a higher leader emotional expressivity would weaken the positive contributions of a strong leader authenticity or a high level of leader-member exchange relationship. Another practical implication is that higher leader emotional expressivity would compensate for a probable lack of leader authenticity and a lower level of leader-member exchange relationship between a leader and his or her followers. In addition, companies may also consider establishing training programs to analyze and develop authentic leadership and leader-member exchange relationships in order to help leaders to self-assess their level of leader authenticity and engagement in leader-member relationship when interacting with their followers.

The second practical implication of this thesis is that the strength of leader emotional expressivity weakened the positive contributions of both authentic leadership and leader-member exchange to the four follower job outcomes, although higher leader emotional expressivity has a significant positive contribution to all follower job outcomes. When we look at the moderation charts depicting the moderating effect of leader emotional expressivity on the relationship between

authentic leadership, leader-member exchange (LMX) and follower job outcomes of trust in leader, job satisfaction, job performance, and organizational citizenship behavior (OCB); we see that followers whose leaders are highly emotionally expressive have higher follower job outcomes, except for the situations where followers consider their leaders as "very strongly" authentic or as expressing a "very high" level of LMX (where the responses are higher than 4.00 on a 5-point Likert scale). In these extreme cases, we observe that followers of leaders who engage in a lower level of emotional expressivity enjoy higher job outcomes. From this observation, we can conclude that leaders who are already strongly authentic or demonstrate a high level of LMX should not express their emotions very strongly because in this case, their followers might consider them as crossing a boundary and become intimidated, and their job outcomes will suffer. On the other hand, higher leader emotional expressivity has a significantly positive augmenting effect on the job outcomes of followers who think that their leader is weakly, moderately or not very strongly authentic or demonstrating a low, moderate, or not a very high level of LMX. In these cases, a stronger leader emotional expressivity will help follower job outcomes a lot because higher leader emotional expressivity might "make up", in other words compensate, for the lack of leader authenticity or LMX in the eyes of their followers. Therefore, we suggest that this study can be undertaken as a cross-cultural research in both individualistic and collectivistic cultures with the aim of comparing the effects of leader emotional expressivity on follower job outcomes in the aforementioned cultures.

Previous research has linked authentic leadership and leader-member exchange separately to follower job outcomes. This research is, to our knowledge, the first to bring the concepts of authentic leadership, leader member exchange and

leader emotional expressivity together and therefore shall contribute to the progress of leadership research.

6.3 Strengths and limitations of the study and directions for future research

One major strength of this research is that data have been collected from two different sources, which are employees and their immediate team leaders in order to prevent the common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Moreover, because data related to two aspects of follower job outcomes, namely performance and organizational citizenship behavior (OCB), have been collected from immediate team leaders, and not from employees themselves, the self report bias has also been avoided.

As to the limitations of this research, this study tested the moderation of the strength of the leader emotional expressivity, while the expressivity of discrete positive and negative emotions has not been studied. Therefore, in order to see the moderation of the strength of leader emotional expressivity more precisely, we suggest that the strength of the expressivity of positive and negative emotions by leaders can be studied as part of the future research.

Secondly, follower characteristics such as individualism or egalitarianism values can be studied in future research in order to be able to interpret the moderation of leader emotional expressivity better. We think that follower characteristics, which were beyond the scope of this research, can play a role in the negative moderating effect of leader emotional expressivity on the relationship between authentic leadership, leader-member exchange and the follower job outcomes of trust in leader, job satisfaction, job performance, and OCB. For example, followers, if they share an

egalitarian point of view, might more strongly regard the highly emotionally expressive leader as crossing a boundary and become intimidated by that leader.

APPENDIX A

EMPLOYEE SURVEY FORM IN TURKISH

BÖLÜM-1: Lütfen birinci derecedeki birim amirinizi düşünerek aşağıdaki ifadelere ne derecede katıldığınızı, aşağıda verilen ölçeği kullanıp uygun sayıyı cümlelerin yanına yazarak belirtiniz. (1 = Kesinlikle katılmıyorum, 2 = Katılmıyorum, 3 = Ne katılıyorum ne katılmıyorum, 4 = Katılıyorum, 5 = Kesinlikle katılıyorum)

1. Amirim ne demek istiyorsa onu açıkça söyler_____

2.Amirim hata yaptığında hatasını kabul eder_____

3. Amirim herkesin düşündüklerini söylemesini teşvik eder_____

4. Amirim insanlara acı gerçekleri söyler_____

5. Amirimin açığa vurduğu duyguları, hissettikleriyle tamamen aynıdır_____

6. Amirimin inandıklarıyla yaptıkları tutarlıdır_____

7. Amirim kararlarını değer yargılarına göre verir_____

8. Amirim, insanların da kendi değer yargılarının arkasında durmasını ister_____

9. Amirim, ahlaki boyutu yüksek standartlara dayalı zor kararlar verir_____

10. Amirim, derinden inandıklarına ters olan görüşlerin belirtilmesini ısrarla ister_____

11. Amirim karar vermeden önce ilgili bilgiyi enine boyuna inceler_____

12. Amirim sonuca varmadan önce değişik görüşleri dikkatle dinler_____

13.Amirim başkalarıyla etkileşimi/iletişimi geliştirmek için geri besleme arayışı içinde olur_____

14. Amirim yeteneklerinin başkaları tarafından nasıl değerlendirildiğini bilir_____

15. Amirim, önemli konulardaki tavrını ne zaman yeniden değerlendirmesi gerektiğini bilir_____

16. Amirim, özel/şahsi durumlarının insanları nasıl etkilediğini anlar ve bunu onlara belli eder_____

17. Amirimi insan olarak severim _____

18. Amirim herkesin arkadaş olmak isteyeceği türden bir kişidir _____

19. Amirim birlikte çalışılması çok keyifli bir insandır _____

20. Amirim işle ilgili eylemlerimde o konu hakkında tam bilgisi olmasa dahi beni bir üst yöneticiye karşı savunur _____

21. Şayet başkaları işle ilgili üstüme gelecek olsa, amirim beni savunur ve korur _____

22. Şayet iyi niyetle istemeden bir hata yapmışsam, amirim şirketteki diğer kişilere karşı beni savunur _____

23. Amirim için iş tanımımda yer alan görevlerin ötesine geçen işleri de yaparım _____

24. Amirimin organizasyon içindeki hedeflerine ulaşması için, normalde gerekenden daha fazla çaba göstermeye gönüllü olurum_____

25. Amirim için elimden gelenin en fazlasını yapmaktan gocunmam _____

26. Amirimin yaptığı işle ilgili bilgisi beni etkiler_____

27. Amirimin işteki bilgi ve yeterliliğine saygı duyarım _____

28. Amirimin mesleki becerilerine hayranım _____

BÖLÜM-2: Lütfen birinci derecedeki birim amirinizi düşünerek aşağıdaki ifadelere ne derecede katıldığınızı, aşağıda verilen ölçeği kullanıp uygun sayıyı cümlelerin yanına yazarak belirtiniz. (1 = Kesinlikle katılmıyorum, 2 = Katılmıyorum, 3 = Ne katılıyorum ne katılmıyorum, 4 = Katılıyorum, 5 = Kesinlikle katılıyorum)

1. Amirimin, duygularını dışa vuran bir kişi olduğunu düşünürüm _____

2. İnsanlar, amirimin duyguları olan biri olduğunu düşünür _____

3. Amirim duygularını kendine saklamaz _____

4. Amirim, başkaları tarafından ilgili biri olarak görülür _____

5. İnsanlar amirimin duygularını okuyabilirler _____

6. Amirim, duygularını diğer insanlara gösterir _____

7. Kendisinin ne hissettiğini başkalarının bilmesi, amirimi rahatsız etmez _____

8. Amirim başkalarının önünde ağlayabilir _____

9. Amirim, çok duygusal bir anında olsa da, başkalarının duygularını görmesine izin verir _____

10. Başkaları, amirimin ne hissettiğini kolaylıkla gözlemleyebilir _____

11. Amirim, duygularını dışa vurur _____

12. Amirim, kuvvetli duygular hissetse de, onları dışarı yansıtır _____

13. Amirim, ne hissettiğini saklayamaz _____

14. Başkaları, amirimin duygusal olduğunu düşünür _____

15. Amirim, duygularını başkalarına ifade eder _____

16. Amirimin hissettikleri, başkalarının onun ne hissettiğini düşündüğünden farklı değildir _____

17. Amirim, duygularını kendisine saklamaz _____

BÖLÜM-3: Lütfen şu anki işinizi düşünerek aşağıdaki ifadelere ne derecede katıldığınızı, aşağıda verilen ölçeği kullanıp uygun sayıyı cümlelerin yanına yazarak belirtiniz. (1 = Kesinlikle katılmıyorum, 2 = Katılmıyorum, 3 = Ne katılıyorum ne katılmıyorum, 4 = Katılıyorum, 5 = Kesinlikle katılıyorum)

1. Kariyerimin geri kalanını bu kurumda tamamlamak beni çok mutlu eder _____

2. Dışarıdaki insanlarla kurumum hakkında konuşmayı severim _____

3. Bu kurumun problemlerini kendi problemlerimmiş gibi hissederim _____

4. Bu kuruma gösterdiğim bağlılığı, başka bir kuruma kolayca gösterebileceğimi düşünmüyorum _____

5. Bu kurumda, kendimi ailenin bir parçası gibi hissediyorum _____

6. Kendimi bu kuruma duygusal olarak bağlı hissediyorum _____

7. Bu kurumun benim için kişisel bir anlamı var _____

8. Bu kuruma karşı çok güçlü bir aidiyet duygusu hissediyorum _____

9. Başarılı bir iş çıkardığımda amirimin beni ödüllendireceğini bilirim _____

10. Amirimin, beni yalnızca işimdeki performansıma göre değerlendirdiğine inanırım _____

11. Haklı olduğumda amirimin beni koruyacağına dair güvenim vardır _____

12. Amirimin, bulunduğu yeri hak ettiğine inanırım _____

13. İşle ilgili bazı konuları amirim amirinden ziyade kendisine danışmayı tercih ederim _____

14. Amirimin söyledikleri ve yaptıkları birbirini tamamen tutar _____

15. Amirimin otoritesi beni rahatsız etmez _____

16. Amirimin taleplerine ve önerilerine güvenim vardır _____

17. Şu anki işimden oldukça memnunum_____

18. Çoğu gün işim konusunda heyecan duyuyorum_____

19. İş günleri hızlı geçiyor gibi geliyor_____

20. İşimden gerçekten zevk alıyorum _____

21. İşimi keyifli buluyorum_____

BÖLÜM- 4: Son olarak, lütfen aşağıdaki 6 soruyu cevaplayınız:

1) Ne kadar süredir iş hayatında çalışıyorsunuz? _____ yıl

2) Ne kadar süredir şu anki şirketinizde çalışıyorsunuz? _____ yıl

3) Cinsiyetiniz: Kadın _____ Erkek _____

4) Yaşınız: _____

5) Eğitim durumunuz:

İlköğretim _____

Lise _____

Üniversite _____

Lisansüstü _____

6) Şirketinizin hizmet alanı:

Eğitim _____

Gıda (restoran, kafe vb.) _____

Perakende satış _____

Müşteri hizmetleri (kuaför, güzellik hizmetleri vb.) _____

Finansal hizmetler (bankacılık, sigortacılık vb.) _____

Diğer (Lütfen belirtiniz.) _____

7) Şirketinizde hangi departmanda çalışıyorsunuz? _____

8) Şirketinizde hangi pozisyonda çalışıyorsunuz? _____

Anket sona ermiştir. Katılımınız için teşekkür ederiz.

APPENDIX B

EMPLOYEE SURVEY FORM IN ENGLISH

SECTION-1: Considering your immediate supervisor, please indicate the level of your agreement with the below statements by writing the suitable number next to the corresponding statements. (1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree)

1. My supervisor solicits feedback for improving his/her dealings with others _____

2. My supervisor clearly states what he/she means _____

3. My supervisor shows consistency between his/her beliefs and actions _____

4. My supervisor asks for ideas that challenge his/her core beliefs _____

5. My supervisor describes accurately the way that others view his/her abilities _____

6. My supervisor admits mistakes when they occur _____

7. My supervisor uses his/her core beliefs to make decisions _____

8. My supervisor carefully listens to alternative perspectives before reaching a conclusion _____

9. My supervisor shows that he/she understands his/her strengths and weaknesses _____

10. My supervisor openly shares information with others _____

11. My supervisor resists pressures on him/her to do things contrary to his/her beliefs _____

12. My supervisor objectively analyzes relevant data before making a decision _____

13. My supervisor is clearly aware of the impact he/she has on others _____

14. My supervisor expresses his/her ideas and thoughts clearly to others _____

15. My supervisor is guided in his/her actions by internal moral standards _____

16. My supervisor encourages others to voice opposing points of view _____

17. I like my supervisor very much as a person _____

18. My supervisor is the kind of person one would like to have as a friend _____

19. My supervisor is a lot of fun to work with _____

20. My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question _____

21. My supervisor would come to my defense if I were "attacked" by others _____

22. My supervisor would defend me to others in the organization if I made an honest mistake _____

23. I do work for my supervisor that goes beyond what is specified in my job description _____

24. I am willing to apply extra efforts, beyond those normally required, to meet my supervisor's work goals _____

25. I do not mind working my hardest for my supervisor _____

26. I am impressed with my supervisor's knowledge of his/her job _____

27. I respect my supervisor's knowledge of and competence on the job _____

28. I admire my supervisor's professional skills _____

SECTION-2: Considering your immediate supervisor, please indicate the level of your agreement with the below statements by writing the suitable number next to the corresponding statements. (1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree)

1. I think of my supervisor as emotionally expressive _____

2. People think of my supervisor as an emotional person _____

3. My supervisor doesn't keep his/her feelings to himself/herself _____

4. My supervisor is not considered indifferent by others _____

5. People can read my supervisor's emotions _____

6. My supervisor displays his/her emotions to other people _____

7. My supervisor lets other people see how he/she is feeling _____

8. My supervisor is able to cry in front of other people _____

9. Even if my supervisor is feeling very emotional, he/she lets others see his/her feelings _____

10. Other people are easily able to observe what my supervisor is feeling _____

11. My supervisor is emotionally expressive _____

12. Even when my supervisor is experiencing strong feelings, he/she expresses them outwardly _____

13. My supervisor can't hide the way he/she is feeling _____

14. Other people believe my supervisor to be very emotional _____

15. My supervisor expresses his/her emotions to other people _____

16. The way my supervisor feels is not different from how others think he/she feels _____

17. My supervisor does not hold his/her feelings in _____

SECTION-3: Considering your present job, please indicate the level of your agreement with the below statements by writing the suitable number next to the corresponding statements. (1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree)

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

2. I enjoy discussing my organization with people outside it _____

3. I really feel as if this organization's problems are my own _____

4. I do not think that I could easily become as attached to another organization as I am to this one _____

5. I feel like 'part of the family' at my organization _____

6. I feel 'emotionally attached' to this organization _____

7. This organization has a great deal of personal meaning for me _____

8. I feel a strong sense of belonging to my organization _____

9. I know that my supervisor would reward me when I do something successful _____

10. I believe that my supervisor evaluates me only with my job performance _____

11. I have confidence that my supervisor would protect me when I am right _____

12. I believe that my supervisor deserves his/her position _____

13. There are some job related matters which I would rather consult with my supervisor instead of my supervisor's manager _____

14. What my supervisor says and does totally overlaps _____

15. I do not feel uneasy with my supervisor's authority _____

16. I have confidence in my supervisor's requests and suggestions _____

17. I am fairly well satisfied with my job _____

18. Most days I am enthusiastic about my work _____

19. Each day of work seems like it goes by fast _____

20. I find real enjoyment in my work _____

21. I consider my job pleasant _____

SECTION-4: Lastly, please answer the 6 questions below:

1) For long have you been working? _____ years

2) For long have you been working in your present company? _____ years

3) Your gender: Female _____ Male _____

4) Your age: _____

5) Your level of education:

Elementary school _____

High school _____

University _____

Higher education _____

6) Sector of your company:

Education _____

Nutrition _____

Retail _____

Customer services _____

Financial services _____

Other (please indicate) _____

7) Which department are you working in? _____

8) Which position are you working in? _____

The survey is over. Thank you for your participation.

APPENDIX C

SUPERVISOR SURVEY FORM IN TURKISH

BÖLÜM-1:Lütfen, bahsi geçen çalışanınızın davranışlarını göz önüne alarak, her cümledeki ifadeye katılım derecenizi, aşağıda verilen ölçeği kullanıp uygun sayıyı cümlelerin yanına yazarak belirtiniz. (1 = Kesinlikle katılmıyorum, 2 = Katılmıyorum, 3 = Ne katılıyorum ne katılmıyorum, 4 = Katılıyorum, 5 = Kesinlikle katılıyorum)

1. Verilen görevleri yeterince tamamlar _____
2. İş tanımında belirlenen sorumlulukları yerine getirir_____
3. Kendisinden beklenen görevleri yerine getirir_____
4. İşinin resmi performans gerekliliklerini karşılar_____
5. Performans değerlendirmesini doğrudan etkileyecek aktivitelerde yer alır_____
6. İşinin, yerine getirmekle yükümlü olduğu yönlerini ihmal etmez_____
7. Esaslı görevleri yerine getirmekte başarılıdır_____
8. Ağır iş yükü olan kişilere yardımcı olur_____
9. İşini, amirinden devamlı isteklerde bulunmadan yapar _____
10. Bir günün işlerini, o gün için aldığı ücretin hakkını vererek yerine getirmesi gerektiğine inanır _____
11. Önemsiz şeylerden şikâyet ederek zaman harcamaz _____
12. İş arkadaşları için problem yaratmamaya çalışır _____
13. Kurumdaki değişiklikleri takip eder _____
14. Pireyi deve yapmaz _____
15. Kendi eylemlerinin, iş arkadaşları üzerindeki etkisini göz önünde bulundurur _____
16. Zorunlu olmayan, fakat önemli görülen toplantılara katılır _____

17. Etrafındaki kişilere yardım eli uzatmaya her zaman hazırdır _____
18. Zorunlu olmayan, fakat şirket imajı için iyi olacak görevleri yerine getirir _____
19. Kurumsal duyuruları, hatırlatmaları vb. okur ve takip eder _____
20. İşe gelmemiş olan kişilere yardımcı olur _____
21. Başkalarının haklarına saygı gösterir _____
22. İşle ilgili problemi olan kişilere gönüllü olarak yardımcı olur _____
23. Olayların negatif tarafı yerine pozitif tarafına odaklanır _____
24. Başka çalışanlarla yaşanabilecek problemleri önlemek için girişimde bulunur _____
25. İşe devamı standartların üzerindedir _____
26. Kurumda yapılan işlerde her zaman bir hata bulmaz _____
27. Kendi davranışlarının, başkalarının işini nasıl etkileyeceği konusunda düşünceli ve dikkatlidir _____
28. Fazladan mola vermez _____
29. Kimse kendisini izlemese de, şirket kurallarına ve yönetmeliklerine uyar _____
30. Kendisinden istenmese de, işe yeni gelen kişilerin oryantasyonunda yardımcı olur _____
31. Benim en özenli çalışanlarımdan biridir _____

BÖLÜM- 2: Son olarak, lütfen aşağıdaki 6 soruyu cevaplayınız:

1) Ne kadar süredir iş hayatında çalışıyorsunuz? _____ yıl

2) Ne kadar süredir şu anki şirketinizde çalışıyorsunuz? _____ yıl

3) Cinsiyetiniz: Kadın _____ Erkek _____

4) Yaşınız: _____

5) Eğitim durumunuz:

İlköğretim _____

Lise _____

Üniversite _____

Lisansüstü _____

6) Şirketinizin hizmet alanı:

Eğitim _____

Gıda (restoran, kafe vb.) _____

Perakende satış _____

Müşteri hizmetleri (kuaför, güzellik hizmetleri vb.) _____

Finansal hizmetler (bankacılık, sigortacılık vb.) _____

Diğer (Lütfen belirtiniz.) _____

7) Şirketinizde hangi departmanda çalışıyorsunuz? _____

8) Şirketinizde hangi pozisyonda çalışıyorsunuz? _____

Anket sona ermiştir. Katılımınız için teşekkür ederiz.

APPENDIX D

SUPERVISOR SURVEY FORM IN ENGLISH

SECTION-1: Considering the performance and behavior of your aforementioned employee, please indicate the level of your agreement with the below statements by writing the suitable number next to the corresponding statements. (1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree)

1. Adequately completes assigned duties _____
2. Fulfills responsibilities specified in job description _____
3. Performs tasks that are expected of him/her _____
4. Meets formal performance requirements of the job _____
5. Engages in activities that will directly affect his/her performance _____
6. Does not neglect aspects of the job he/she is obligated to perform _____
7. Does not fail to perform essential duties _____
8. Helps others who have heavy work load _____
9. Does his/her job without constant requests from his/her boss _____
10. Believes in giving an honest day's work for an honest day's pay _____
11. Does not waste time complaining about trivial matters _____
12. Tries to avoid creating problems for co-workers _____
13. Keeps abreast of changes in the organization _____
14. Does not tend to magnify problems _____
15. Considers the impact of his/her actions on co-workers _____
16. Attends meetings that are not mandatory, but important _____
17. Is always ready to give a helping hand to those around him/her _____
18. Attends functions that are not required, but help the company image _____

19. Reads and keeps up with organization announcements, memos, and so on _____
20. Helps others who have been absent _____
21. Respects the rights of people that work with him/her _____
22. Willingly helps others who have work related problems _____
23. Always focuses on what is right, rather than what is wrong _____
24. Takes steps to try to avoid problems with other workers _____
25. His/her attendance at work is above the norm _____
26. Does not always find fault with what the organization is doing _____
27. Is mindful of how his/her behavior affects other people's jobs _____
28. Does not take extra breaks _____
29. Respects company rules and policies even when no one is watching him/her _____
30. Guides new people even though it is not required _____
31. Is one of the most conscientious employees _____

SECTION-2: Lastly, please answer the 6 questions below:

1) For long have you been working? _____ years

2) For long have you been working in your present company? _____ years

3) Your gender: Female _____ Male _____

4) Your age: _____

5) Your level of education:

Elementary school _____

High school _____

University _____

Higher education _____

6) Sector of your company:

Education _____

Nutrition _____

Retail _____

Customer services _____

Financial services _____

Other (please indicate) _____

7) Which department are you working in? _____

8) Which position are you working in? _____

The survey is over. Thank you for your participation.

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