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CURRENT EMPIRICAL RESEARCH



Examining Self-Monitoring and Neuroticism as Predictors and Self-Efficacy as an Outcome of Authentic Leadership

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ABSTRACT

The present study explores the role of personality traits of neuroticism and self-monitoring as determinants of authentic leadership, and self-efficacy as an outcome using a sample of 300 employees from automobile and heavy engineering companies in India. Support for the study hypotheses was mixed. Although the effect of neuroticism on authentic leadership was negative, the relationship was not significant. The trait of self-monitoring showed significant positive association with the ratings of authentic leadership. With regard to the outcomes of authentic leadership, the results provided support for the positive relationship between authentic leadership and self-efficacy. The study makes significant contribution to the positive leadership theory building by exploring the linkage of personality with authentic leadership perceptions and establishing the importance of authentic leadership for developing positive psychological capacities among the followers.

KEYWORDS

Authentic leadership;
personality; self-efficacy;
neuroticism; self-monitoring

Introduction

Recurrent reports of unscrupulous leadership behaviors have dwindled public trust in organizational leadership (Brown & Trevino, 2014). In such an environment, value-based and legitimate forms of leadership have gained prominence as an agency for restoring hope, confidence, optimism, and trust in organizational stakeholders. In this regard, positive leadership frameworks such as authentic leadership have garnered recent attention in the academic literature. Authentic leaders, who act in consonance with their personal values and convictions, build legitimacy through honest and trusting relationships (Avolio, Gardner, Walumbwa, Luthans, & May, 2004), and play a significant role in addressing greater societal problems beyond bottom-line organizational success (George, 2003), can be expected to act in socially responsible ways and promote ethical conduct.

Authentic leadership has been defined as “a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development” (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008, p. 94). According to Walumbwa et al. (2008), authentic leadership comprises four core dimensions: self-awareness, internalized moral

perspective, balanced processing of information, and relational transparency. *Self-awareness* involves leader’s understanding of one’s own strengths and weaknesses through continuous process of self-reflection and self-evaluation. *Internalized moral perspective* illustrates that leaders’ behaviors are guided by internal moral standards and that their values and actions are in concordance. It involves reluctance on the part of leaders to compromise on their standards of integrity irrespective of the circumstances. *Balanced processing* of information refers to objective evaluation of all the relevant information even if it contradicts leaders’ viewpoint before making decisions. *Relational transparency* involves open information sharing and disclosure of true thoughts and sentiments to others. Thus, an authentic leader is one who remains true to oneself and displays high moral standards.

The proponents of authentic leadership proclaim that it positively influences follower’s job satisfaction, commitment, extra-role behaviors, job performance, work engagement (Avolio et al., 2004), creativity, well-being, self-efficacy, and intrinsic motivation (Ilies, Morgeson, & Nahrgang, 2005). However, there exists little empirical evidence to ascertain the validity of above assertions. Only a handful of studies have empirically examined the consequences of authentic leadership. For example, recent studies have linked authentic leadership with creativity (Rego, Sousa, Marques, & Cunha, 2012; Semedo, Coelho,

& Ribeiro, 2017), work engagement (Giallonardo, Wong, & Iwasiw, 2010; Penger & Cerne, 2014), job performance (Walumbwa et al., 2008), job satisfaction (Giallonardo et al., 2010), and organizational citizenship behaviors (Walumbwa et al., 2008). All the above studies have been conducted in different countries (mainly China, Africa, United States, and Europe) and organizational contexts (majorly nursing, retail, and manufacturing). Since the perceptions of authenticity vary widely across cultures (Cooper, Scandura, & Schriesheim, 2005), evidences on positive consequences of authentic leadership from different cultural contexts are needed to attest to the validity of above findings. The cultural differences in personal values and the understanding around moral issues and standards (Jackson, 2001), which form the core aspects of authentic leadership, can result in significant differences in the ratings of authentic leadership and its relationship with potential antecedents and outcomes. Also, it is important to broaden the continuum of follower outcomes influenced by authentic leadership to strengthen positive leadership theory development.

Considering the potential of authentic leadership in influencing positive workplace outcomes along with the above supporting empirical evidences, investigating the factors that dictate the emergence and development of authentic leadership holds merit. An understanding of the drivers of authentic leadership may provide the foundation for leadership selection and development. However, compared to the outcomes, antecedents of authentic leadership have received meager attention (Gardner, Coglisier, Davis, & Dickens, 2011). Although some of the variables such as personal history, trigger events (Gardner, Avolio, Luthans, May, & Walumbwa, 2005), self-knowledge, self-consistency (Walumbwa et al., 2008), and supportive organizational contexts (Luthans & Avolio, 2003) have been identified as potential predictors in the theoretical articles, empirical research in this direction is almost absent. The only empirical work in this area is by Peus, Wesche, Streicher, Braun, and Frey (2012), where self-knowledge and self-consistency were tested as antecedents of authentic leadership. The paucity of research in this area clearly delineates the need to examine the possible predictors of authentic leadership.

With this background, the present study aims to find answers to the following research questions: Does authentic leadership affects follower outcomes? Does personality influences the perceptions of authentic leadership? Specifically, building on the framework of trait theory of leadership and social cognitive theory (Bandura, 1986), this study aims to explore personality traits of self-monitoring and neuroticism as predictors and self-efficacy as an outcome of authentic leadership in automobile and heavy engineering organizations in India.

This research aims to advance the existing literature in several ways. First, by exploring the linkage between personality and authentic leadership, the study contributes to the limited literature on authentic leadership development by enriching the understanding on its predictors. Second, by providing empirical evidence on the relationship of authentic leadership with followers' self-efficacy, the study expands the narrow spectrum of authentic leadership outcomes explored in the past and enriches the knowledge on its benefits for the organizations. Third, it adds to the understanding of how authentic leadership is perceived and manifested in unique cultural context of India. At the same time, the study widens the nomological network of authentic leadership by furthering the understanding on its antecedents and outcomes.

Theoretical framework, literature review and research model

Avolio et al. (2004) and Gardner et al. (2005) laid the foundation of authentic leadership theory. They conceived authentic leaders as confident, genuine, optimistic, hopeful, resilient, virtuous, and self-regulating individuals who aspire to maintain highest level of moral standards (Avolio et al., 2004). Authentic leadership is accredited as a root to all positive forms of leadership such as charismatic, transformational, and ethical leadership (Gardner et al., 2005). Authentic leaders by acting in congruence with their beliefs and valuing the viewpoint of others build credibility among followers. They are likely to promote authenticity among their followers as well, which forms the foundation for organizations' culture over time (Avolio et al., 2004). Given that the concept of authentic leadership is still in its genesis, most of the research in the area is theoretical and is largely aimed at defining and measuring the construct, and justifying its validity over already established leadership theories. Although some concerns have been raised over theoretical roots of the construct of authentic leadership (Ford & Harding, 2011), majority of work in the arena has emphasized upon the promise inherent in authentic leadership model for developing the leaders of future. Recent empirical work has found support for the above theoretical propositions. For example, authentic leadership has been reported to relate positively with employee voice behaviors (Hsiung, 2012), positive psychological capital (Rego et al., 2012), role performance (Leroy, Anseel, Gardner, & Sels, 2015), extra effort (Peus et al., 2012), organizational commitment (Leroy et al., 2015), work engagement (Giallonardo et al., 2010), ethical, and pro-social behaviors (Hannah, Avolio, & Walumbwa, 2011) across wide range of work settings and cultures. Khilji, Keilson, Shakir, and Shrestha (2015)

provided a cross-cultural view of authentic leadership. Using qualitative research (life story approach using leaders from South Asian countries including India), they reported that the dimensions that characterize authentic leadership in Western societies are supported in the South Asian context as well. Although the concept of authentic leadership was found to be culturally relevant, the difference occurred in terms of the degree to which each of these dimensions is endorsed. Further, Slabu, Lenton, Sedikides, and Bruder (2014) reported that individuals from different cultures experience authenticity even when they do not support the Western value of “independence.” This justifies the need for testing the relationship of authentic leadership, which is largely perceived to be a western concept, with different variables in a collectivist Indian society to gather better insights.

In the present business environment characterized by rising stakeholder skepticism, it is important to look for the ways to minimize the incidences of ethical misconducts. Considering the potential of authentic leadership in fostering positive work environments and workplace outcomes, as evidenced above, designing interventions for authentic leadership development is desirable. Achieving the above objective requires an understanding on the predictors of authentic leadership perceptions, emergence, and effectiveness. Therefore, the first objective of the study was to test personality traits of self-monitoring and emotional stability as potential predictors of authentic leadership.

As discussed, the perceptions of authenticity may vary from country to country Cooper et al. (2005). What may be perceived as authentic in United States may be perceived differently by Asians or Europeans. Thus, providing empirical evidence on positive outcomes of authentic leadership from a developing country context is important for authentic leadership theory development. Consequently, the second objective of the study was to further strengthen the emerging body of research on beneficial outcomes of authentic leadership by exploring its relationship with self-efficacy.

Personality and authentic leadership

Trait theory of leadership states that leaders are born, and traits predict the emergence and appearance of leadership. According to trait theory, personal qualities and characteristics of leaders differentiate them from others. Avolio, Walumbwa, and Weber (2009) assert that heredity explains 30% of the variance in leadership emergence and style. Although a plethora of studies in the literature have attempted to link personality with leadership, the dispositional basis of emerging theory of authentic leadership is unknown. Tate (2008) also

emphasized the lack of research around the role of individual differences in explaining variability in leadership outcomes. Cooper et al. (2005) submitted that demographics and personality variables may affect the development of authentic leadership. Particularly, they state that Big Five Personality trait of emotional stability can influence the potential of an individual to become an authentic leader. Later, Tate (2008) explored the linkage between the trait of self-monitoring and authentic leadership but failed to find support for the relationship. Building on the theoretical framework of trait theory of leadership and preliminary evidences available in the literature, the present study examines the association between authentic leadership and Big Five Personality trait of neuroticism, which reflects an individual's emotional instability, and self-monitoring, which refers to an individual's ability to regulate his/her behavior to accommodate social situations.

Neuroticism and authentic leadership

Emotional stability is one of the five dimensions of Big Five Personality framework which represents the tendency to be calm, confident, and secure. A positive relation between emotional stability and the ratings of authentic leadership behavior can be expected as individuals high on the trait of emotional stability tend to be stable, confident, secure, and emotionally resilient, which matches the attributes of an authentic leader. Emotionally stable individuals demonstrate better understanding of self and one's emotions (Ilies et al., 2005) which corresponds with the self-awareness dimension of authentic leadership. At the other end of the continuum of emotional stability lies neuroticism which is characterized by emotional distress, lack of self-confidence, fear, anger, anxiety, and insecurity (McCrae & Costa, 1987). Individuals high on neuroticism have been reported to be low on self-efficacy and self-esteem (Judge, Erez, Bono, & Thoresen, 2002). Both self-esteem and self-confidence, indicators of low neuroticism, have been reported to consistently show positive relationship with leadership (Bass, 1990; Hill & Ritchie, 1977). Self-confidence is a pre-requisite for someone to be considered as a leader or role model by others (Northouse, 1997). Individuals with low self-efficacy have been reported to coerce their decisions on others without allowing for the views and opinions of others (Goodstadt & Kipnis, 1970; Kalshoven, Hartog, & De Hoogh, 2011). This facet of low self-efficacious individuals is in contradiction with the balanced processing dimension of authentic leadership which involves objective analysis of information by the leader by encouraging diverse viewpoints even if it challenges

leader's initial position. Further, individuals with high self-esteem and positive self-concept are more self-aware (Judge, Locke, Durham, & Kluger, 1998), which forms the core of authentic leadership. Neurotic individuals have also been reported to be less open and honest in communication with subordinates (Kalshoven et al., 2011; Mayer, Nishii, Schneider, & Goldstein, 2007). Again, the above characteristic is against the relational transparency component of authentic leadership which involves open and transparent exchange of information, ideas, and emotions between leaders and followers. Also, lack of confidence and emotional instability is likely to result in inconsistent actions on the part of leaders leading to the development of distrust toward them (De Hoogh, Hartog, & Koopman, 2005; Kirkpatrick & Locke, 1991). Neurotic individuals have also been argued to be thin skinned and hostile which prevents them to be perceived as ethical leaders (Brown & Trevino, 2006). Since, ethical and moral conduct is central to the construct of authentic leadership, and authentic leaders are known for building trustworthy relations with their followers, we anticipate a negative relationship between neuroticism and ratings of authentic leadership.

Contradictory evidences exist in the literature with regard to the relation between the trait of neuroticism and leadership, making the nature of relationship unclear. Most of the studies report weak or no relationship between neuroticism and leadership as individuals high in neuroticism are less likely to be perceived as role models and leaders (Hogan, Curphy, & Hogan, 1994) and therefore, have less influence on followers' behavior (Ko, Ma, Bartnik, Haney, & Kang, 2018). For example, Bono and Judge (2004) reported negative relationship between all three dimensions of transformational leadership (charisma, intellectual stimulation, and individualized consideration) and neuroticism. Lim and Ployhart (2004) and Felfe and Schyns (2006) also reported negative relation between neuroticism and perceptions of transformational leadership. Kalshoven et al. (2011) in a study among managers and subordinates in the Netherlands demonstrated a positive relation between ethical leadership, which is akin to the internalized moral perspective aspect of authentic leadership, and emotional stability after controlling for leader-member exchange. On the contrary, Judge and Bono (2000) found neuroticism and transformational leadership to be unrelated. Similarly, Walumbwa and Schaubroeck (2009) did not find any significant relationship between neuroticism and the ratings of ethical leadership. Also, Crant and Bateman (2000) failed to find any relation between neuroticism and charismatic leadership in a study on managers in Puerto Rico. Again, in a meta-analytic study by Judge, Bono, Ilies, and

Gerhardt (2002), due to high correlation with other Big Five traits, neuroticism failed to emerge as a significant predictor of leadership. In contrast to all the above studies, De Hoogh et al. (2005) reported positive relation between neuroticism and charismatic leadership in a dynamic work environment. They explained that subordinates find it inspiring when neurotic leaders take emotionally charged positions to change the status quo in dynamic environments.

Therefore, we anticipate that emotionally unstable and insecure individuals with low self-confidence and esteem are less likely to take sound decisions, be self-aware, engage in open and transparent communication, have better interpersonal exchanges, and objectively process the information. Thus, we propose:

H1: Neuroticism relates negatively to the ratings of authentic leadership.

Self-monitoring and authentic leadership

Self-monitoring refers to the ability of an individual to observe, regulate, and control the presentation of his/her identity to others (Snyder, 1987). Individuals high in self-monitoring are adept at discerning situational cues and aligning their behavior appropriately to meet the demands of situation (Snyder, 1987). Thus, high self-monitors have been found to gauge the situations better and modify their approach in line with the expectations of others (Gangestad & Snyder, 2000). By practicing impression management, they portray their image as desired by others to obtain favorable outcomes. On the other hand, irrespective of the situation, low self-monitors display their true inner feelings, attitudes, beliefs, and emotions. They present their authentic selves in interpersonal relationships (Bedeian & Day, 2004). Their behavior is guided by internalized values and beliefs rather than situational pressures.

Past research suggests that high self-monitors due to their sociable nature and ability to initiate gratifying interactions (Day, Schleicher, Unckless, & Hiller, 2002; Ickes & Barnes, 1977) with the followers, increases their acceptability among the group and promotes their emergence as a leader (Snyder, 1987). Possessing the trait of self-monitoring provides referent power to the individual which puts him/her in an advantageous position over others in gaining social approval from the followers (Day et al., 2002). Zaccaro, Foti, and Kenny (1991) reported that self-monitoring positively relates to leadership perception. Later, Day et al. (2002) in a meta-analytic investigation highlighted the relevance of self-monitoring for leadership emergence by

demonstrating a significant correlation between the two. Individuals high on the trait of self-monitoring were more likely than others to emerge as leaders. They further reported that differences in self-monitoring were effective in explaining disparities between men and women at higher organizational positions. Self-monitoring has also been identified to explain the acceptance of leaders' vision by followers (Gardner & Avolio, 1998).

In contrast to the above, in a series of letter exchanges between Bedeian and Day, Bedeian argued that high behavioral discrepancy displayed by self-monitoring individuals over time to match situational needs may breed perceptions of instability, irregularity, and distrust among group members (Bedeian & Day, 2004). He compared high self-monitors with chameleons with questionable situational ethics. Staw and Ross (1980) provided evidence in support of the above argument by demonstrating that managers with consistent behaviors were more successful than those with high behavioral variance. Bedeian further added that high self-monitors with the ultimate goal of creating a positive image may not be perceived by others as leaders due to lack of independent thinking, personal identity, and direction. Inconsistent behavior on the part of high self-monitors may create suspicion with respect to their identity, values, and personal standards among the followers which could eventually diminish the image and trust in the leader. On the other hand, individuals low on self-monitoring, by demonstrating behavioral consistency in varying situations, may develop trust and commitment among the followers (Bedeian & Day, 2004). Bedeian also asserted that high self-monitors are more likely to engage in deception and information manipulation to please others and enhance their status. This attribute of high self-monitors contradicts with the notion of authentic leaders who exhibit consistent behaviors guided by internal moral standards and values rather than external pressures and are known to be authentic in their inter-personal transactions (Walumbwa et al., 2008). Further, low self-monitors have been reported to be more motivated to build close relationships characterized by mutual trust and respect (Day & Kilduff, 2003). This peculiarity of low self-monitors again resembles the characteristics of authentic leaders who by presenting their true selves and valuing the opinions of others develop trustworthy relationships with the followers (Wong, Spence Laschinger, & Cummings, 2010). It is anticipated that individuals high on the trait of self-monitoring are more likely to bow to the demands of social situations while low self-monitoring individuals will act in congruence with their values and beliefs.

Since the concept of self-monitoring contradicts with the very notion of authenticity, we expect

a negative association between self-monitoring and authentic leadership. Thus, we hypothesize:

H2: Self-monitoring relates negatively to authentic leadership.

Authentic leadership and self-efficacy

Self-efficacy is an important personal characteristic of the followers which has been linked to leadership in a wide range of studies in the past (Chen & Bliese, 2002; Kark, Shamir, & Chen, 2003). It is central to Bandura's social cognitive theory and refers to belief in one's capabilities to perform successfully (Bandura, 1997). Self-efficacy has been shown to be a unique construct positively correlated with but distinct from self-esteem, locus of control, and expectancy/attribution concepts of personality and motivation (Stajkovic & Luthans, 1998). Efficacy beliefs offer the foundation for human motivation, well-being, and personal accomplishments (Niu, 2010). People with high self-efficacy are likely to choose challenging tasks, set higher goals for themselves, activate sufficient effort, and show high persistence in the face of difficulties (Bandura, 1986). Self-efficacy influences an individual's thinking, feeling, motivation, action, and behavior through cognitive, affective, motivational, and selection processes (Bandura, 1997). Importantly, efficacy beliefs not only help us to understand positive behaviors but also their antecedents and consequences (Bandura, 1986). Research has demonstrated linkage between self-efficacy and important work attitudes and behaviours like job satisfaction (Rigotti, Schyns, & Mohr, 2008), commitment (Van Vuuren, de Jong, & Seydel, 2008), job involvement (Shih, Hsieh, & Lin, 2009), work engagement (Chaudhary, 2014), preparedness for change (Schyns, Torka, & Gossling, 2007), and job performance (Latham, 2005). In the present research, we anticipate authentic leadership to have a significant influence on followers' self-efficacy.

According to social cognitive theory (Bandura, 1986), individuals learn by observing a model performing a behavior. Authentic leaders by acting as role models are likely to instill confidence in their followers towards achieving a goal. Soliciting inputs from the followers before making a decision conveys to the followers that their opinion matters which enhances the followers' sense of value and self-worth. Augmented feeling of self-worth is likely to make individuals more confident of their capabilities to successfully execute their task. Authentic leaders also foster the perceptions of competence among

followers by maintaining transparent, open and trusting relationship with them (Walumbwa et al., 2008). This relational transparency enables constructive criticism and regular exchange of feedback, which plays an important role in determining the self-efficacy of individuals (Escarti & Guzman, 1999). Regular performance feedback provides followers' with the information on how well they are progressing toward their goals and may develop more confidence in their abilities to achieve the set goals. Authentic leaders help followers realize their true potentials. Persistent emphasis on followers' growth and development by encouraging and supporting them to reach their potential is likely to affect their self-efficacy and positive psychological capacities through self-fulfilling prophecy (Rego et al., 2012).

Thus, we propose that authentic leaders may foster followers' self-efficacy by serving as a role model and helping them realize their true potentials through verbal persuasion and regular feedbacks. Some of the recent studies in the literature provide support for the above arguments. For example, Rego et al. (2012) reported positive association between authentic leadership and psychological capital (self-efficacy, hope, optimism, and resilience), in a study on employees working in Portuguese firms. Further, in a study among hotel employees in South Korea, Schuckert, Kim, Paek, and Lee (2018) reported stronger influence of authentic leadership on followers' psychological capital than transformational leadership. In addition, Chughtai (2018) found authentic leadership to influence followers' career success through its impact on their career self-efficacy in a study among food and beverage company employees of Pakistan.

On the basis of above arguments, we propose:

H3: Authentic leadership relates positively to followers' self-efficacy

Figure 1 shows the hypothesized research model.

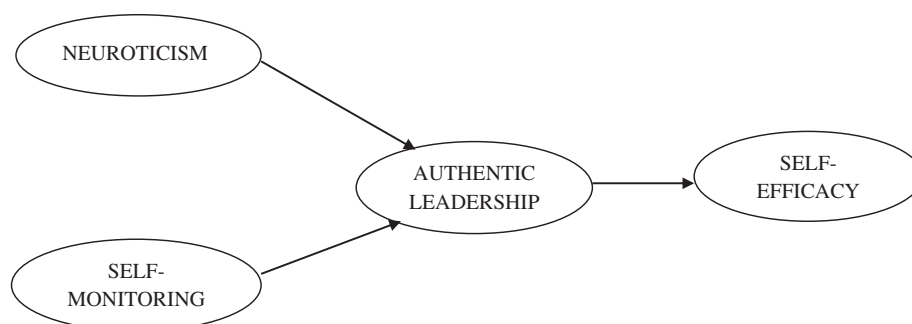


Figure 1. Hypothesized research model.

Research methodology

Participants and procedure

Employees of automobile and heavy engineering organizations in Gurugram and Jharkhand regions of India were invited to take part in the survey. To circulate the questionnaires, personal visits were made to the organizations. Participation in the survey was voluntary and the respondents were assured of anonymity of their responses. To lessen the probability of occurrence of common method bias, data were collected from both the subordinates and their supervisors. A total of 300 matched employee-supervisor questionnaires were obtained excluding the unmatched pairs and questionnaires with missing and extreme responses. Thus, we had 300 usable employee-supervisor dyads where the supervisors responded to the questionnaire on their own personality traits (emotional stability, self-monitoring) and subordinates rated authentic leadership of their supervisors and evaluated their own self-efficacy. Figure 2 presents the adopted research design pictorially.

82.3% of the participants among subordinates were men. In terms of education, 52% of the respondents were graduate while 28% had obtained postgraduate degree, and the remaining 20% had diploma or PhD. Majority (93.3%) of the respondents were below 40 years of age, 44% had an organizational tenure ranging between 1 and 5 years, and 48% worked at middle managerial level. Among the supervisors, 92% were men and 8% were women. The average age of the sample of supervisors was 37 years and 69% of them had a postgraduate degree.

Measures

As the principles of authenticity are reported to be viewed universally across cultures (Khilji et al., 2015) with slight differences in the enactment of these

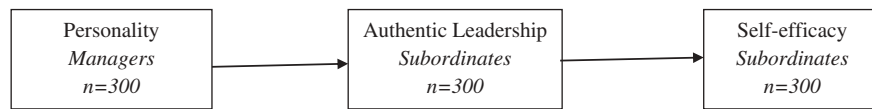


Figure 2. Research design.

principles due to cultural intricacies, authentic leadership inventory (ALI) (Neider & Schriesheim, 2011) was used to assess *Authentic Leadership*. Supervisors were rated on the trait of authentic leadership by their subordinates. The scale consisted of 16-items and sample items were “My leader shows consistency between his/her beliefs and actions” and “My leader asks for ideas that challenge his/her core beliefs.”

Neuroticism was measured using 10-items adopted from Goldberg (1992) Big Five inventory. The sample scale items included “I see myself as someone who is relaxed, handles stress well” and “I see myself as someone who worries a lot (reverse).”

Employees rated *Self-monitoring* according to 12-items adopted from Lennox and Wolfe (1984). The sample scale items were “In social situations, I have the ability to alter my behavior if I feel that something else is called for” and “My powers of intuition are quite good when it comes to understanding the emotions and motives of others.”

Self-efficacy was measured using 8-item scale by Chen, Gully, and Eden (2001). Typical response items were “I am confident that I can perform effectively on many different tasks” and “I believe I can succeed at most any endeavor to which I set my mind.”

Five-point Likert scale ranging between strongly disagree (1) and strongly agree (5) was used to record the responses on scale items. Cronbach’s alpha value for all the scales was found to be > 0.60, as presented in Tables 1 and 3.

Control variables

Gender, age, education, position, and tenure were entered as control variables in the model as they have been reported to influence self-efficacy (Kara & Asti, 2002; Klassen & Chiu, 2010; Magogwe & Oliver, 2007; Pajares, 2002; Tierney & Farmer, 2002) in the literature.

Data analysis

Data were analyzed using SPSS AMOS 24. The study utilizes a sample size of 300, which is well above the recommended sample size of 200 for applying structural equation modeling (SEM) to obtain reliable results (Hair, Black, Babin, Anderson, & Tatham, 2010; Iacobucci, 2010). First, to test if the items captured intended constructs, confirmatory factor analysis (CFA) was used. Next, SEM was used to test the hypotheses using bootstrapping procedures.

Results

Mean, standard deviation and inter-correlations among study variables are reported in Table 1. The mean value of authentic leadership (4.09) is indicative of the fact that employees in the sampled organizations perceived their leaders as authentic. The mean value for neuroticism was found to be low (2.88) which is again a good sign suggesting that employees in the sampled organizations were emotionally stable.

If we look at the correlation between the study variables, authentic leadership showed significant positive correlation with self-monitoring (0.288, $p < .001$) and

Table 1. Means, standard deviations and inter-correlations.

S.No.	Variables	Mean	S.D	1	2	3	4
1	Authentic leadership (AL)	4.09	0.46	(0.83)			
2	Neuroticism (NU)	2.88	0.54	−0.088	(0.76)		
3	Self-monitoring (SM)	3.71	0.45	0.288**	−0.009	(0.72)	
4	Self-efficacy (SE)	4.10	0.47	0.412**	0.013	0.313**	(0.66)

Note. ** $p < .001$. Figures in the bracket present the Cronbach alpha value of the respective scales.

Table 2. Assessing the model fit.

Models	χ^2/df	GFI	CFI	IFI	TLI	RMSEA
Model 1 (The four factor model)	1.501	0.833	0.827	0.831	0.813	0.041
Model 2 (The three factor model)	1.731	0.799	0.746	0.753	0.727	0.049
Model 3 (The one factor model)	1.970	0.770	0.662	0.671	0.638	0.057

Note. Model 1 (The original model AL, SE, SM, NU), Model 2 (When SM and NU were treated as a single personality factor), Model 3 (when all the constructs were merged together and treated as a single factor)

Table 3. Reliability and validity of the measures.

Construct	Indicators	AVE	MSV	ASV	CR/ α	Factor loadings
Authentic leadership	My leader solicits feedback for improving his/her dealings with others	0.65	0.45	0.31	0.83/.83	0.763**
	My leader clearly states what he/she means					0.837**
	My leader shows consistency between his/her beliefs and actions					0.842**
	My leader asks for ideas that challenge his/her core beliefs					0.735**
	My leader describes accurately the way that others view his/her abilities					0.739**
	My leader admits mistakes when they occur					0.804**
	My leader uses his/her core beliefs to make decisions					0.834**
	My leader carefully listens to alternative perspectives before reaching a conclusion					0.822**
	My leader shows that he/she understands his/her strengths and weaknesses.					0.813**
	My leader openly shares information with others					0.811**
	My leader resists pressures on him/her to do things contrary to his/her beliefs					0.796**
	My leader objectively analyzes relevant data before making a decision					0.771**
	My leader is clearly aware of the impact s/he has on others					0.805**
	My leader expresses his/her ideas and thoughts clearly to others					0.798**
Self-efficacy	My leader is guided in his/her actions by internal moral standards	0.57	0.45	0.33	0.66/.66	0.863**
	My leader encourages others to voice opposing points of view					0.823**
	I will be able to achieve most of the goals that I have set for myself					0.781**
	When facing difficult tasks, I am certain that I will accomplish them					0.732**
	In general, I think that I can obtain outcomes that are important to me					0.712**
	I believe I can succeed at most any endeavor to which I set my mind					0.741**
	I will be able to successfully overcome many challenges					0.801**
	I am confident that I can perform effectively on many different tasks					0.722**
	Compared to other people, I can do most tasks very well					0.798**
	Even when things are tough, I can perform quite well					0.762**
	I see myself as someone who is depressed, blue					0.789**
	I see myself as someone who is relaxed, handles stress well					0.762**
	I see myself as someone who can be tense					0.833**
	I see myself as someone who worries a lot					0.827**
Neuroticism	I see myself as someone who is emotionally stable, not easily upset	0.64	0.38	0.30	0.76/.76	−0.849**
	I see myself as someone who can be moody					0.826**
	I see myself as someone who remains calm in tense situations					−0.803**
	I see myself as someone who gets nervous easily					0.731**
	In social situations, I have the ability to alter my behavior if I feel that something else is called for					0.711**
	I have the ability to control the way I come across to people, depending on the impression I wish to give them					0.817**
	When I feel that the image I am portraying isn't working, I can readily change it to something that does					0.873**
	I have trouble changing my behavior to suit different people and different situations					0.774**
	I have found that I can adjust my behavior to meet the requirements of any situation in which I find myself					−0.711**
	Once I know what a situation calls for, it's easy for me to regulate my actions accordingly					0.812**
	I am often able to read people's true emotions correctly (through their eyes)					0.705**
	In conversations, I am sensitive to even the slightest change in the facial expression of the person with whom I am conversing					0.733**
	My powers of intuition are quite good when it comes to understanding the emotions and motives of others					0.821**
	I can usually tell when others consider a joke to be in bad taste, even though they may laugh convincingly					0.833**
	I can usually tell when I've said something inappropriate by reading it in the listener's eyes					0.832**
Self-monitoring	If someone is lying to me, I usually know it at once from that person's manner of expression	0.62	0.38	0.29	0.72/.72	0.743**
						0.781**

Notes: AVE, average variance extracted; CR, composite reliability; MSV, maximum shared variance; ASV, average shared variance.

**p < .001

self-efficacy (0.412, $p < .001$). Although neuroticism related negatively to authentic leadership, the relationship was insignificant (-0.088 , ns).

Measurement model

Before proceeding for hypotheses testing, the adequacy of measurement model was tested using CFA. The results showed that the four-factor (authentic leadership, self-efficacy, self-monitoring and neuroticism) measurement model where the scale items were loaded on their respective constructs showed acceptable fit to the data ($\chi^2/df = 1.501$, GFI = 0.833, IFI = 0.831, CFI = 0.827, TLI = 0.813, RMSEA = 0.041) when compared to alternative model conceptualizations (Table 2). Significant factor loadings, average variance extracted (AVE) values ($>.50$) and composite reliability values ($>$ AVE values) demonstrated convergent validity (Hair et al., 2010) (Table 3). Further, maximum-shared variance (MSV) and average-shared variance (ASV) values ($>$ AVE values) established the discriminant validity (Hair et al., 2010) of the constructs (Table 3).

Hypotheses testing

The acceptable fit of the measurement model provided support for going ahead and testing the study hypotheses using SEM. The fit indices of the structural model demonstrated adequate fit to the data ($\chi^2/df = 1.523$, IFI = .823, CFI = .819, TLI = .804, RMSEA = .042). The

results of hypotheses testing are presented in Table 4. Figure 3 presents the maximum likelihood standardized regression estimates.

With regard to the relationship between personality and authentic leadership, together the personality traits of neuroticism and self-monitoring were found to explain 24.7% ($R^2 = 0.247$) of the variance in the ratings of authentic leadership. The effect of neuroticism on authentic leadership was insignificant ($\beta = -0.50$, ns). On the other hand, self-monitoring showed significant positive effect on authentic leadership ($\beta = 0.503$, $p < .001$). Hence, H1 and H2 were not supported.

As to the outcomes, authentic leadership was found to significantly affect follower's self-efficacy ($\beta = 0.695$, $p < .001$). The overall model explained 48.3% ($R^2 = .483$) of the variance in self-efficacy. This supports our third hypothesis (H3).

We also examined the indirect effects using SEM bootstrapping procedures. The standardized indirect effect parameter estimates are presented in Table 5. As can be noticed, the indirect effect of self-monitoring on self-efficacy through authentic leadership was significant. This indicates the possibility of authentic leadership mediating the relationship.

Discussion and theoretical implications

The present study was an attempt to advance the limited knowledge around the novel construct of authentic leadership by exploring its antecedents and outcomes

Table 4. Structural equation modeling results.

Paths	Direct effect	SE	BC confidence intervals		P
			Lower	Upper	
Neuroticism→authentic leadership	−0.050	0.066	−0.192	0.069	.470
Self-monitoring→authentic leadership	0.503	0.064	0.350	0.617	.001
Authentic leadership→self-efficacy	0.695	0.091	0.450	0.833	.001
R square (AL)	0.247				
R square (SE)	0.483				

Note. SE (standard error), BC (biased corrected)

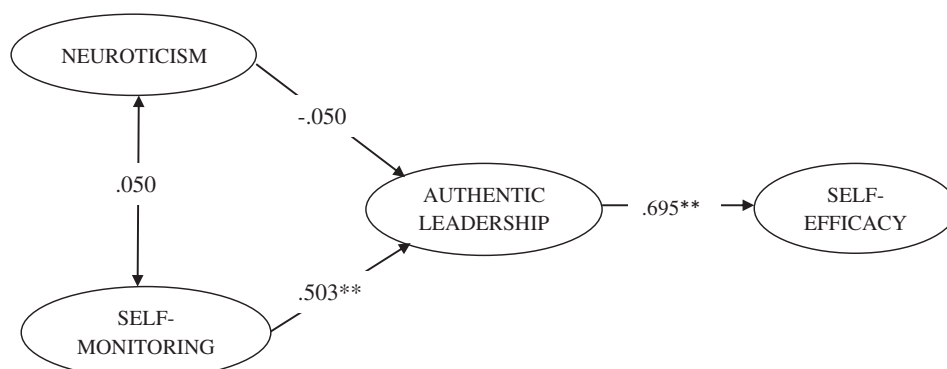


Figure 3. Standardized regression estimates as obtained in the structural model, Note: *** $p < .001$.

Table 5. Standardized indirect effects.

Paths	Indirect effect	SE	Bootstrap BC 95% CI	
			Lower	Upper
Neuroticism→self-efficacy	−0.035	0.045	−0.131	0.049
Self-monitoring→self-efficacy	0.349	0.073	0.214	0.504

using a sample of employees from Indian automobile and heavy engineering sector. The study adds to the extant literature on leadership by examining an integrated model of authentic leadership with unique combination of variables in a single frame at individual level of analysis. Using an appropriate theoretical framework and related literature support, personality traits of emotional stability and self-monitoring were proposed as predictors while self-efficacy was hypothesized to be an outcome of authentic leadership. Support for the study hypotheses was mixed. Although the effect of neuroticism on authentic leadership was negative, the relationship was insignificant. This finding was in contradiction to our expectations that individuals high on neuroticism, who most often experience negative affect, are less likely to be seen in leadership positions and as a result, are not perceived as leaders in general (Hogan et al., 1994; Judge, Bono, Ilies, & Gerhardt, 2002). It is in contrast to the findings of Baptiste (2018) where the Big Five trait of neuroticism was found to display significant negative correlation with authentic leadership. Additionally, this finding negates the results of previous studies where Big Five trait of emotional stability/neuroticism was demonstrated to have significant association with the ratings of different contemporary leadership styles such as transformational and charismatic leadership (Felfe & Schyns, 2006; Kalshoven et al., 2011; Lim & Ployhart, 2004). However, these results resemble the findings of Walumbwa and Schaubroeck (2009), Judge and Bono (2000), and Crant and Bateman (2000) where neuroticism failed to emerge as a significant predictor of leadership. Although the findings of past research linking the trait of neuroticism with leadership have been inconsistent and mostly a weak relationship between the two has been witnessed (Hogan et al., 1994), this being the very first attempt to examine the dispositional basis of authentic leadership, we encourage more empirical research from different cultures and industries to shed light on the nature of relationship.

Further, we expected a negative relation between self-monitoring and authentic leadership as individuals high in self-monitoring due to their inconsistent behavior were likely to be perceived as untrustworthy to be seen as leaders. Contradictory to our expectation, the trait of self-

monitoring was found to show significant positive association with the ratings of authentic leadership. It stands in direct contrast to the results of Tate (2008) where self-monitoring failed to show any significant association with authentic leadership. The probable reason for our finding could be that individuals in the leadership roles are expected to be competent in sensing the situations and needs of their followers and pattern their behavior and approaches accordingly for an effective response (Kenny & Zaccaro, 1983). This modification/adaption of one's behavior according to the needs and demands of the situations may be perceived by followers as an important leadership quality rather than behavioral inconsistency. Realizing the needs and demands of the situation, an authentic leader can exhibit different behaviors in different situations without diverging from his personal beliefs and conviction. In support, Kilduff, Mehra, (Denny) Gioia, and Borgatti (2017) demonstrated that high self-monitors are more central to providing advice to the colleagues and helping subordinates with the work-related problems. High self-monitoring on the part of leaders is an indicator of the hard work that they put in to maximize the success of social interactions at work (Ickes, Holloway, Stinson, & Hoodenpyle, 2006). Kilduff et al. (2017) established the role of high self-monitors as someone who proactively notices the problems of trust among the two parties and tries to improve them by adopting advisory role. However, further evidence is required from diverse contexts to resolve the mystery around the connection of self-monitoring with a new leadership approach which emphasizes authenticity in actions and beliefs.

The above findings with respect to the relationship of personality and perceptions of authentic leadership advance the limited understanding on the dispositional bases of authentic leadership. By analyzing emotional stability and self-monitoring as antecedents to authentic leadership, this work addresses the demand for more research attention toward authentic leadership development, given the considerable promise inherent in the construct of authentic leadership (Gardner et al., 2011). This study is a significant addition to the scarce literature on authentic leadership where less is known about its antecedents.

With regard to the outcomes of authentic leadership, the results provided support for the positive relationship between authentic leadership and self-efficacy. This finding establishes the importance of authentic leadership for developing positive psychological capacities among followers. By providing evidence in support of the relationship of authentic leadership with self-efficacy, one of the important dimensions of psychological capital, the study corroborates and extends

the findings of Rego et al. (2012) and Schuckert et al. (2018) where the association of authentic leadership with overall measure of psychological capital (self-efficacy, hope, optimism, and resilience) was tested without a deeper analysis of its relationship with each of the dimensions. These findings are important as self-efficacy is an antecedent to a range of organizationally desired outcomes. This finding makes an important contribution to the field of authentic leadership where scarce evidence exists on its effect on personal and psychological characteristics of the followers. This finding will provide an incentive to the organizations to select and develop authentic leaders for better individual and hence, organizational outcomes.

This study creates new knowledge by exploring the linkage of personality traits with authentic leadership perceptions for the first time in the literature and thus, makes significant contribution to the positive leadership theory building. In addition, the study provides the most needed empirical evidence on the usefulness of leading with authenticity in terms of follower outcomes as most of the available studies on authentic leadership are at the conceptual level. By examining the antecedents and consequences of authentic leadership, the study attests to the nomological validity and legitimacy of the construct of authentic leadership. In doing so, the study adds to the development of authentic leadership theory by expanding its nomological network, which is still in infancy.

Managerial implications

Our model also has implications for practicing managers. The results highlight that authentic leadership has the potential to nurture positive psychological capacities amongst employees of heavy engineering and automobile sector in India. Since self-efficacy is a strong predictor of positive workplace attitudes and behaviors, and authentic leadership was found to significantly affect the self-efficacy of the followers, the study findings carry implications for leadership selection and development. The development intervention for fostering authentic leadership may include attempts directed at improving self-awareness, relational authenticity, unbiased processing, and authentic behavior. For example, self-awareness can be improved by selecting individuals with high self-concept and emotional stability as they are more aware of themselves (Ilies et al., 2005). Also, self-awareness can be developed through the use of 360-degree feedback system which will help the leader improve awareness of his strengths and weaknesses. Relational authenticity can be developed through training in positive and quality leader-

member exchanges characterized by mutual trust (e.g., Scandura & Graen, 1984). Unbiased processing requires integrity on the part of leaders and hence, assessing integrity as an important parameter during selection interviews may help get the right candidate. Also, unbiased processing can be practiced through role plays and leaderless group discussions (Ilies et al., 2005). Authentic behavior can also be developed through role modeling of successful authentic leaders and continuous feedback with the help of right coaches and mentors (Ilies et al., 2005). Succession planning by clubbing the potential candidates for the leadership position with the authentic leader may help them acquire the traits and qualities of such a leader.

Additionally, by analyzing the factors dictating the ratings of authentic leadership, the study lays the foundation for designing of genuine human resource interventions for leadership selection and development. It provides an important tool in the hands of management to assess the potential of an individual to become an authentic leader. As the personality trait of self-monitoring showed significant influence on the ratings of authentic leadership, measuring self-monitoring should essentially form the part of the leadership selection process. Selecting and promoting authentic leaders, in turn, will help the organizations reap benefits of a positive and confident workforce, which consequently will provide competitive edge to the organizations in this highly competitive business arena.

Limitations and scope for future research

This study has some limitations, which provide promising avenues for future research. First, due to adoption of cross-sectional research design causal influences derived in the present study cannot be assumed as conclusive. Therefore, longitudinal and experimental studies should be undertaken to demonstrate directionality of causal relationships. Second, since due to limited industry and organizational focus there were no considerable group and organizational level differences in the study variables, future work may include multiple industries and conduct multilevel analysis for understanding the dynamics of relationships. Third, future research may look for the psychological mechanisms and boundary conditions of the association among variables in the present study by integrating contextual factors such as organizational support and culture in the model. An analysis of indirect effects in the present study revealed the possibility of authentic leadership mediating the relationship between self-monitoring and self-efficacy. Future research may be taken up in this direction for deeper insights on the nature of relationships. Fourth,

although neuroticism failed to show any significant relation with authentic leadership ratings, future research may explore the role of other Big Five Personality traits in the authentic leadership process.

Disclosure statement

No potential conflict of interest was reported by the authors.

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