Full Length Research Paper

Authentic leadership and job behaviors: the mediating role of core job characteristics

[1]Leena Tariq [2]Faisal Abbas*

[1,2]University of Lahore, Pakistan

*Corresponding author email: rmfa7@yahoo.com

ABSTRACT

The purpose of the study was to establish the relationship between authentic leadership behavior, core job characteristics, intrinsic motivation and psychological capital. The study adopted a cross sectional design which was quantitative in nature. It involved descriptive and analytical research designs. The study sample comprised of 384 supervisors and followers working in public sector who were selected through convenience sampling technique. The data was tested for reliability, analyzed using SPSS and results presented based on the study objectives. Results revealed positive and significant relationships between, authentic leadership and core job characteristics, authentic leadership and intrinsic motivation, authentic leadership and psychological capital, core job characteristics and intrinsic motivation and core job characteristics and psychological capital which imply that when one variable is improved it leads to improvement of the other. In addition, authentic leadership behavior is a better predictor of intrinsic motivation and psychological capital followed by core job characteristics which implies that to improve on intrinsic motivation and psychological capital; emphasis should be put on improvement of authentic leadership behavior followed by core job characteristics. The study recommended that in order to enhance perception of core job characteristics, intrinsic motivation and psychological capital of employees in public sector; leaders should adopt authentic leadership behavior. Quality relationship between the leaders and their subordinates at all levels should be encouraged.

Keyword: Authentic Leadership, Job Behaviors, Core Job Characteristics

INTRODUCTION

The management literature comprises of character of leadership. It was recognized long ago. In performance of corporate, leadership has always played a vital role (Day and Lord, 1988). Life of followers and fortune of an organization can be affected by Influential leaders (Yukl, 1989). Gini (1997) said that key issue must not be concerned with that does a leader use power or not. Issue must be related to how leader use power.

Numerous scholars studied the relationship of leadership with different job behaviors of employees (Detert and Burris, 2007; Kim and Lee, 2011; Podsakoff et al., 1990; Yun et al., 2007; Rego et al., 2012).

Leaders achieve almost all the goals of organization with the help of followers' work. Therefore, they need productive and competent followers. In today's world business is complex. In an organization employees

perform their duties in different functions. It creates additional demands on all the workers of an organization. Organizations require their employees to get deep knowledge of all the technologies used in organization and performance for the several responsibilities (Snow and Miles, 1992).

In public sector organizations of Pakistan, best strategies are made but theses polices do not provide productive and proper results. Two ultimate challenges in the process of policy and decision making in public sector of Pakistan are inadequate struggle of the management and unqualified administration. Therefore performance of public sector organizations of Pakistan is decreasing since several years (Sial et al., 2013). This study suggests that by adopting authentic leadership behavior, job behaviors in public sector employees can be enhanced. This in turn can increase productivity in public sector employees.

Both literatures of authentic leadership and core job characteristics will present a unique combination in this research. Both literatures are observable and are both associated to organizational behavior. Behaviors of workers with leaders like empowerment of followers, identification of follower with supervisor, commitment and trust had been emphasized as mediator in early studies of authentic leadership (Hassan and Ahmad, 2011; Hsiung, 2011; Walumba et al., 2010). This research studies the influence of authentic leadership by altered mechanism. This altered mechanism is implanted in jobs. Self or leader related perceptions are not roots of this mechanism. Authentic leaders are always trustworthy and they have core values of honesty, integrity and justice. They focus on the development of employees (Avolio et al., 2004). According to Piccolo and Colquitt (2006) if jobs are enhanced along core job characteristics the quality of work in organization can be increased and the employees will get motivated. Jobs having low core characteristics can get benefit from the positive association between authentic leadership and job characteristics theory. Leaders by communicating meaning of job can affect perceived levels of core job characteristics. It will save organization from using costly time taking methods like job enrichment or enlargement to enhance levels of core job characteristics.

In previous decade's developments in technology, geopolitics and economy demanded that leaders must be transparent. They must be conscious of their moral values. They must provide guidance to organization related to ethical perspective (Clapp-smith et al., 2009). Scholars of management have answered to these calls by conducting studies related to authentic leadership. The authentic leadership construct developed lately. It is becoming the area of interest in the fields of practice literature and research that work in authentic leadership accompanied work in transformational leadership and ethical leadership (Walumba et al., 2010). Leaders in

authentic leadership system are conscious about kind and ways of their thinking. They are conscious about their behavior in working context. They know how others think about them. Strengths, knowledge and morals of both leaders and followers are known to them (Avolio et al., 2004).

There are four Dimensions of authentic leadership, these are relational transparency, self-awareness, balanced processing and internalized moral perspective (Gardner et al., 2005). Each dimension shows an important feature of authenticity of the leader. These four dimension shows how an authentic leader self-regulate and monitor his behavior (Walumba et al., 2010). Their own authenticity is not always on their concern only. They show their concern as it related to ways of delivery of authenticity to affect the work and behaviors of workers (Clapp-smith et al., 2009). To improve performance of work and additional level of effort, attitudes of employees related to work can be upgraded by using authentic leadership (Avolio et al., 2004). Previous literature suggested that authentic leadership can also affect other employee behaviors like performance, organizational citizenship behavior and work engagement (Avolio et al., 2004; Ilies et al., 2005).

Job Characteristic discusses traits which are task or job essential. In general job characteristic is any trait or element that is related to job (Jinyue, 2007). Job characteristics are such traits of job that can play motivational roles to employees. Job characteristics consist of set of elements. Those elements broadly consider the reasons of employee's behavior and attitude (Rahim, 2012). Job characteristics theory was presented by Hackman and Oldham (1976). Conditions to improve the intrinsic motivation of employees have been explained in it. Job characteristics theory suggests that to improve work quality and positive work behavior, an organization need to improve five characteristics of jobs. These characteristics are autonomy, variety, feedback and significance. Understanding of perceptions and behaviors of workers as it relate to their jobs is the main focus of this theory. The purpose for which Hackman and Oldhamto create job characteristics theory was that relationship worth of workers doing their job with the jobs they do affect the efficiency of workers (Hackman, 1980).

There are no obvious reward for Intrinsically motivated behaviors. Activity itself is the reward (Deci, 1975). Intrinsic motivation is "through the unstructured satisfactions inbuilt in effective volitional action, it boosts and maintains activities. It is visible in behaviors such as play, exploration and challenge searching that people frequently due to achieve external rewards" (Deci et al., 1999). In intrinsic motivation a person does an activity for inbuilt satisfaction instead of distinguishable consequence. Intrinsic motivation happens in the relationship of individual and the activity done by him. People get intrinsically motivated from some activities. An

activity that will intrinsically motivates a person will not necessarily motivate others, (Ryan and Deci, 2000). In intrinsic motivation people are actively engaged in a task which is interesting to them (Deci and Ryan, 2000).

According to empirical evidences psychological capital consistently forecasts outcomes related to work performance. It has been identified that psychological capital was previously overlooked. It is an extremely valued source of competitive advantage for organizations and individuals. It should be developed in the same manner like the conceptualization of social capital, financial capital, reputational capital and knowledge capital (Gardner et al., 2005). Psychological capital has an important aspect that has state like nature. Psychological capital is conceptualized as that it remains constant over time but remains open for development. This nature is dissimilar to greatly immutable characters like personality. This nature of psychological capital is also of great variable conditions like emotion (Woolley et al., 2010).

This study deals with four variables, intrinsic motivation, core job characteristics, authentic leadership and psychological capital. It offers a turning point to future studies, research about authentic leadership to facilitate organizations should be focus on. Link of authentic leadership with core job characteristics and the link of core job characteristics with psychological capital is yet to be explored. This research will fill this gap.

LITERATURE REVIEW

Authentic leadership and intrinsic motivation

In late 1970s, authentic leadership was developed as a vital element in positive leadership and theoretical extension in theory of leadership as a root construct (Avolio and Gardner, 2005). In the start according to Luthans and Avolio authentic leadership was defined as the process drawn from extremely developed context of an organization and positive psychological capacities. It enhances the self-regulated positive behaviors and self-awareness of leaders and followers. It also raises the positive self-development (Walumbwa et al., 2008). It was further developed by different scholars (Avolio et al., 2004; Ilies et al., 2005; Shamira and Eilam, 2005). In present empirical research the concept of Avolio et al. (2004); Gardner et al. (2005).

Authentic leaders are "those individuals who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspective, knowledge, and strengths; aware of the context in which they operate; and who are confident, hopeful, optimistic, resilient, and high on moral character" (Avolio et al., 2004). Authentic leaders win credibility, trust and respect of followers by performing

according to their beliefs and deep individual standards. For the purpose of winning credibility, trust and respect, they encourage different point of views, they build systems of collective relationship with subordinates and they lead in such mode that is accepted as authentic by subordinates (Avolio et al., 2004). Authentic leadership consisted of four components internalized moral perspective, self-awareness, balanced processing and relational transparency (Walumbwa et al., 2008).

Before decision making leader objectively examines related data. It is called balanced processing. Even data is contrary to his initial opinion. When a leader performs according to his moral principles and beliefs it presents internalized moral perspective. Sometimes leader has to face internal or external pressures and they needs to act in contrast to groups. When a leader shows his real self then it expresses his relational transparency. Awareness of leader about his weaknesses and strength is called self-awareness (Gardner et al., 2005).

First this study explore the effect of authentic leadership on intrinsic motivation. Researchers started investigation on the concept of intrinsic motivation in early 1970s. At that time in empirical psychology operant theory was comparatively strong power. Deci (1975) introduced that when people have needs to feel self-determined and competent than they show intrinsic motivation behaviors (Barbuto, 2005). Intrinsic motivation is when employee feels self-motivated to a point of accomplishing job efficiently. When employee performs efficiently on job he faces positive internal feelings and faces negative internal feelings when performs poorly (Hackman and Oldham, 1974).

Intrinsic motivation has three dimensions, intrinsic process, self-concept-internal and goal internalization. People get intrinsic process motivation in a work when they get involved in different kind of behaviors for the absolute fun in it. Employees enjoy their work because work itself becomes the source of motivation. Self-concept-internal motivation is inner-directed. People make Inner standards for values, traits and competencies. These standards become the basis for ideal selves. To get greater stages of competency people get motivation to involve in such behaviors which emphasize those standards. In goal internalization motivation the source of motivation is belief in the cause that organization goals are achievable and worthwhile. It occurs when embraced behaviors and attitudes personal value systems are similar (Barbuto, 2005).

Ilies et al. (2005) explained that choice, competence, rewards and non-controlling feedback can increase intrinsic motivation. Leader through beneficial position can increase the follower's self-determination then intrinsic motivation because of the rewards, deadlines, performance evaluations and competition up to some extent are under the control of leader. According to leadership research some leadership styles are more

suitable than others to increase the well-being and motivation among employees. Leaders through their exclusive position can significantly affect essential factors related to health and motivation of employees (Hetland et al., 2011). Leaders can have positive effect on intrinsic motivation by supporting self-determination (Deci and Ryan, 2000). Leader who offer backing for autonomy, provide positive feedback and acknowledge with the perspective of others. This kind of leader will have positive relationship with his followers and such a leader increases the capability of self-determination (Deci et al., 1989). Managers by engaging in these behaviors can increase the intrinsic motivation of workers (Ilies et al., 2005). Therefore from above evidences it is proposed that when authentic leaders foster the experience of self-determination in employees it will lead to enhanced intrinsic motivation in employees.

H.1: Authentic leadership has positive relationship with intrinsic motivation.

Authentic leadership and psychological capital

Psychological capital presents positive mental condition of growth of an employee. It has four dimensions, confidence optimism, hope, self-efficacy and resiliency (Walumbwa et al., 2011). Psychological capital has state-like nature. It is flexible and it can be developed. Psychological capital is more and above than human and social capital. It is more straightly related with (who you are). It is further significantly concerned with (who you are becoming). It develops real self of a person and bring out the best probable self of a person (Luthans et al., 2006). Previous research shows that personal strengths of self-efficacy, optimism, resilience and hope are open to improvement (Rego et al., 2012).

Resiliency is when a person is surrounded by hardship and problems than he sustains and bounces back to get success (Walumbwa et al., 2011). The employees who are resilient can create new methods to do things during times of opportunities, failures and difficulties. If they face any negative experience related to emotions than the ability they have to recover. They are more disposed to have the experience of positive emotions during the stressful occasions (Rego et al., 2012). Hope is a positive motivational state. It consist of pathways and agency. The agency component of willpower shows the motivation of a person achievement. The pathways component shows a person's perceived skills of creating effective routs to achieving goals (Avolio et al., 2004). Self-efficacy is confidence of a person on his skills that can successfully accomplishs a particular task within a specified framework by mobilizing courses of action, cognitive resources and motivation (Rego et al., 2012). If a person performs a task with efficacy it does not mean that the other tasks will also be performed with similar

efficacy. General efficacy is trait-like whereas task specific efficacy is state-like (Sridevia and Srinivasanb, 2012). Optimism is that a person makes positive expectations about success in present and future (Walumbwa et al., 2011).

Authentic leaders demonstrate the qualities hopeful, confident, optimistic, resilient, moral/ethical and future-oriented (Gardner et al., 2005). According to Avolio et al. (2004) authentic leaders can increase the optimism of employees by enhancing identification with them and then boosting positive emotions in them. Authentic leaders share information openly, have exchange relationship and work together with followers with positive viewpoint. These positive values of authentic leader create positive emotions which lead to increased optimism (Wang et al., 2012).

Authentic leaders are role model for employees and they have psychological strengths and authentic leaders provide productive criticism and feedback in positive way. It can help to enhance confidence in employees about their abilities to achieve goals (Ilies et al., 2005). Authentic leaders concentrate on follower's strengths and release their potential and focus on their development, self-fulfilling prophecy effect the self-efficacy of the employees which causes improvement in self-efficacy (Avolio et al., 2004; Luthans et al., 2007). It is recommended that authentic leadership has positive relationship with psychological capital.

H.2: Authentic leadership has positive relationship with psychological capital.

Authentic leadership and core job characteristics

Turner and Lawrence (1965) introduce six characteristics of job (optional interaction, required interaction, knowledge and skill, responsibility, autonomy and variety) through field investigation. They established requisite task attributes index. Hackman and Lawler (1971) on the basis of the work of Turner and Lawrence 1st time formally further developed the theory of job characteristics theory. It include six job characteristics feedback, task identity, friendship opportunities, dealing with others, autonomy and variety. According to this theory level of performance is improved when an employee identify high level of these job characteristics.

Hackman and Oldham (1975) presented job characteristics model and corresponding scales. It includes seven elements. Five are core elements autonomy, feedback, task significance, task identity and skill variety. Two elements are assistant elements collaboration and feedback from others.

Perceptions of job characteristics model are based on structural features of job description of worker (Piccolo and Colquitt, 2006). Actions of authentic leaders can increase these features. Leadership is a talent of forming

employees to attain mutual goals with their struggle. For making firm successful procedure of leadership, a leader affects the activities and behaviors of workers (Hasan, 2013). A leader basic reason of effect on workers (Kozlowski and Doherty, 1989).

Supervisors influence followers by "mobilizing meaning, articulating and defining what has previously remained implicit or unsaid, by inventing images and meanings that provide a focus for new attention and by consolidating, confronting, or changing prevailing wisdom" (Smircich and Morgan, 1982). To get experience of learning daily work demands tasks of followers are designed by leaders (Goffman, 1974; Smircich and Morgan, 1982). Information handling model by Salancik and Pfeffer (1978) and perspective of management of meaning in leadership are same. At the period of making judgment job insights do not depend only on features of job but on information existing in place of work. Leaders are important source of information when followers judge about their jobs (Griffin et al., 1987; Salancik and Pfeffer, 1978).

Authentic leaders stress on the development of the followers (Avolio and Gardner, 2005). They try to make them intelligent, freer, and autonomous (Khan, 2010). Therefore they can enhance the perception of variety and autonomy in followers. Authentic leaders provide constructive feedback (Rego et al., 2012). Purpose of feedback provided by authentic leaders is development of followers and it is helpful for the needs of subordinates (Leroy et al., 2012). Therefore they can enhance the perception of feedback from followers.

Authentic Leaders lead with specific purpose, honesty and values. They progress long-term firms. It encourages their workers to provide superior customers facilities and develop extended standing standards for shareholders (Khan, 2010). Consequently it boosts their perception of identity and significance. Therefore it can be said that authentic leader has positive relationship with core job characteristics.

H.3: Authentic leadership has positive relationship with core job characteristics.

Core job characteristics and intrinsic motivation

First particular outcome of job characteristics theory is inner work motivation. Hackman and Oldham (1974) offered that certain job dimensions will lead a worker to certain psychological states and these states further increase intrinsic motivation. This theory says that variety of skills, identity of task and significance of task collectively affect moods of meaningfulness. Autonomy upturns responsibility feelings and feedback attained from job upturns knowledge of outcomes.

Meta-analysis of more than 200 studies done by Fried and Ferris (1987) presented corrected correlations which

range from value of 0.22 to 0.52. Correlations of meta-analysis were related to link of core characteristics with intrinsic motivation. Studies of path analysis described that several characteristics affects intrinsic motivation and these effects essentially depend on those characteristics that further produce meaningfulness of job perceived by subordinate (Piccolo and Colquitt, 2006). So it can be said that core job characteristics positively affects intrinsic motivation.

H.4: Core job characteristics have positive relationships with intrinsic motivation.

## Core job characteristics and psychological capital

Relationship of core job characteristics with psychological capital is not recognized yet. This study will recognize this link. Roots of psychological capital are in positive organizational behavior. Positive organizational behavior is the study and application of positively sloping psychological capabilities and human resource strengths are studied and applied in positive organizational behavior. To improve performance in organization these strengths and capabilities are efficiently supervised. These are open to development and these are measureable (Sridevia and Srinivasanb, 2012).

Components of job characteristics model by Hackman and Oldam (1974) affect three kind of psychological states. These states produce positive work results. Five core job characteristics affect the job behaviors and attitudes (Hackman and Oldham, 1976). Understanding of perceptions and attitudes of employees has been stressed in theory of job characteristics (Hackman, 1980). 200 studies were reviewed by Fried and Ferris (1987). They determined that core job characteristics were associated to job behaviors results such as turnover, job performance, job involvement and productivity. Parker and Wall (1998) have shown that work redesign affect psychological outcomes for example job satisfaction, internal work motivation, stress, and burnout. The base of the job characteristics model is humanist management approach. It develops, preserves and maintains the human factor in the organization. Theory of job characteristics model offers multidimensional job characteristics that affect the attitudes (Boonzaier et al., 2001). To conclude, authentic leadership is positively linked with core characteristics of job and core characteristics of job positively related to intrinsic motivation and psychological capital.

H.5: Core job characteristics have positive relationship with psychological capital.

H.6: Core job characteristics mediate the relationship of authentic leadership with intrinsic motivation.

H.7: Core job characteristics mediate the relationship of authentic leadership with psychological capital. Figure 1.

Figure 1. Theoretical Framework
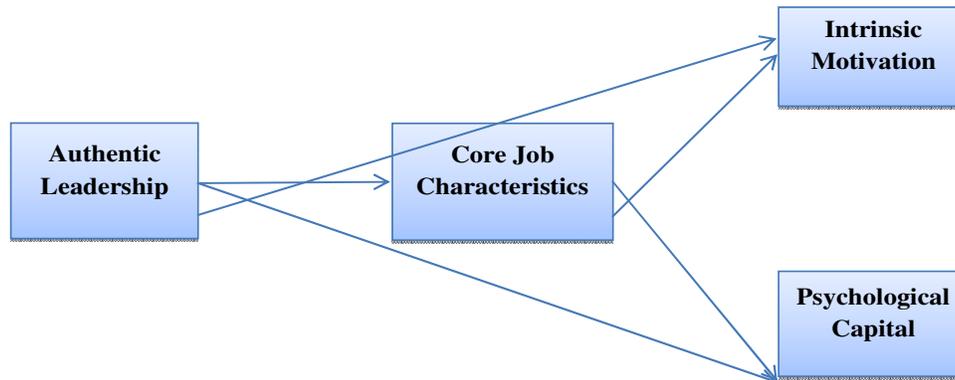
METHODOLOGY

This research use quantitative research approach. It help in the collection of large amount of data to find the answers of research question and it further lead to generalization of results.

Targeted population for this study are employees working in public sector. Employees of all age groups were invited to participate. Employees of public sector of Sargodha were the participants of study, because it was easy to access them. Sample size that is having participants more than 30 and less than 500 is considered appropriate (Crimp and Wright, 1995). In this study size of the sample is 384. It includes supervisors and their followers.

Respondents completed the self-administered questionnaires. The questionnaire had two sections. First section of the questionnaire describes the characteristics of participants. Second section contained the questions concerning the variables of study. 5 point likert scale was used for every question to evaluate the extent of agreement or disagreement. To obtain high response rate researcher contacted colleagues and friends before distribution of questionnaires.

Measurement

Authentic leadership attitude was evaluated by scale established by Avolio et al. (2007). It has sixteen items. 5-point likert scale of 1= strongly disagree to 5 = strongly agree was used. Scale has statements such as "I can list my three greatest weaknesses", "My actions reflect my core values" and "I seek others' opinions before making up my own mind."

Core job characteristics were measured by using scale developed by Idaszak and Drasgow, (1987). It is ten items scale. It was measured on 5-point likert scale of 1=very inaccurate to 5=very accurate. Few statements of

questionnaire are "the job requires me to use a number of complex high level skills", "the job provides me the chance to completely finish the pieces of work I begin" and "the job is very significant and important in the broader scheme of things."

Scale used for measuring intrinsic motivation was established by Hackman and Oldham (1974). It is six items scale. 5-point likert scale of 1=strongly disagree to 5=strongly agree was used. Statements of scale are such as "my opinion of myself goes up when I do this job well" and "I feel bad and unhappy when I discover that I have performed poorly on this job."

For measuring psychological capital scale developed by Luthans et al. (2007) was used. It is 24 items scale. 5-point likert scale of 1=strongly disagree to 5=strongly agree was used. Few scale items are "I feel confident analyzing a long-term problem to find a solution", "I feel confident in representing my work area in meetings with management" and "I feel confident contributing to discussions about the company's strategy.

After completing data collection, the whole data was analyzed using SPSS software.

To test the relationships descriptive statistics, correlation and regression analysis was used.

Presentation and Interpretation of Findings

Validity and reliability

Content validity in this research was confirmed to check relevance, clarity, ambiguity and simplicity. For this purpose experts available in university were consulted.

To check weather items of variables of the study are consistent, reliability test was done. If coefficient alpha is .70 or above it shows that measures are reliable. To check the internal consistency of items coronbach's alpha test was used. The values of coronbach's alpha are given in table 1.

Table 1. Reliability Results

Variable	No of Items	Cronbach Alpha Coefficient
Intrinsic Motivation	6	.772
Authentic Leadership	16	.764
Psychological Capital	24	.820
Core Job Characteristics	10	.736

Table 2. Descriptive Statistics

Items	Frequency	Percentage	Mean	Std. Deviation	Variance
Gender			1.13	.331	.110
Male	336	87.5			
Female	48	12.5			
Respondents			1.17	.378	.143
Followers	318	82.8			
Supervisors	66	17.2			
Age Group			1.81	.804	.647
Under 30	164	42.7			
30-40	134	34.9			
40-50	82	21.4			
50 and above	4	1.0			
Job Tenure			3.00	.984	.969
less than 1 year	35	9.1			
1-3	81	21.1			
3-6	118	30.7			
6 and more	150	39.1			
Employment Status			1.00	.000	.000
Full Time	384	100			
Organization			4.89	2.324	5.401
FBR	59	15.4			
USC	23	6.0			
FWB	7	1.8			
Ac Office	61	15.9			
NBP	80	20.8			
NADRA	31	8.1			
WAPDA	61	15.9			
BISE SGD	62	16.1			

The cronbach's alpha value is greater than .70 for every variable of the study. That is acceptable suggested by Nunally (1978).

Descriptive statistics

In this study, mean standard deviation and variance have been described. According to table 2, 336 (87%) respondents were male while 48 (12.5%) respondents were female. There are 318 (82.8%) followers and 66 (17.2%) supervisors who participated in study. Employees who have scale less than 16 were considered followers. Employees who have scale 16 or above were considered supervisors. Majority of employees who filled questionnaire are under age 30 i.e. 164 (42.7%), 134 (34.9%) respondents belonged to age group (30-40), 82 (21.4%) respondents belonged to age group (40-50) and only 4 respondents (1.00%) belonged to age group 50 and above. 35 (9.1%) respondents have less than one year job tenure, 81 (21.1%) respondents was (1-3) years, 118 (30.7%) respondents was (3-6) years and 150 (39.1%) respondents had job tenure of 6 and more years. All the 384 (100%) respondents were doing full time job. This research focused on employees having full time jobs. 59 (15.4%) respondents were from Federal board of revenue, 23 (6.0%) respondents were from Utility stores corporation, 7 (1.8%) respondents were from First woman bank, 61 (15.9%) respondents were from District account office, 80 (20.8%) respondents were from National bank of Pakistan, 31 (8.1%) respondents were from Nadra, 61 (15.9%) respondents were from Wapda and 62 (16.1%) respondents were from Board of intermediate and secondary education Sargodha. Table 2.

Table 3. Pearson coefficient of correlation

Variables	Mean	Std. deviation	Authentic leadership	Intrinsic motivation	Psychological capital	Core job characteristics
Authentic leadership	3.5645	.48063				
Intrinsic motivation	3.6146	.59678	.587**			
Psychological capital	3.5531	.44804	.666**		.	
Core job characteristics	3.6180	.58423	.579**	.510**	.652**	

Table 4. Regression Analysis

Predictors	Job Characteristics Model				Intrinsic Motivation				Psychological Capital			
	ΔR^2	F Change	β	t	ΔR^2	F Change	β	t	ΔR^2	F Change	β	t
Model 1 Main Effect Step 1												
Control Variables	.074				.061				.089			
Step 2 Authentic Leadership	.334	192.868	.579**	13.888	.343	201.236	.587**	14.186	.442	304.821	.666**	17.459
Model 2 Main Effect Step 1												
Control Variables					.032				.067			
Step 2 Job Characteristic Model					.258	133.968	.510**	11.574	.423	282.008	.652**	16.793

N=384, ; types of respondents, gender, age group, employment status job tenure and organization were used as control variables. *p<0.05, **p<0.01

Correlation analysis

This part of study presents weather the relationships are present between variables of study authentic leadership, core job characteristics, intrinsic motivation and psychological capital. These relationships are examined on the basis of correlations of variables. It is statistical technique to check the strength of connection in two variables of study. For this purpose Pearson coefficient of correlation (r) was calculated. This value must be in the range of -1 to +1. -1 express perfect negative correlation. 0 express no correlation. +1 express perfect positive correlation. Table 3 presents the values of correlation.

Correlation coefficient results of table 3 show strength of relationships between variables. Results show strong positive significant correlation between authentic leadership and core job characteristics (r = .579**) significant at 0.01 level. It means that when a leader shows authentic leadership behavior than the core job characteristics employees will be improved. There is strong positive significant correlation of authentic leadership with intrinsic motivation (r = .587**) and psychological capital (r = .666**) significant at 0.01 level. It means when leader shows authentic leadership behavior than the psychological capital and intrinsic motivation of employees will be enhanced. There is strong positive correlation of core job characteristics with psychological capital (r = .652**) significant at

0.01 level. It shows that enhanced core job characteristics will lead to improvement in psychological capital. Correlation between core job characteristics and intrinsic motivation is strong positive significant (r = .510**) at 0.01 level. It means that enhanced core job characteristics will lead to improvement of intrinsic motivation. Moreover, to show complete judgment of respondents, descriptive statistics are given in table 3.

Regression analysis

To investigate the proposed hypothesis of variables regression analysis was used. All results of tests was briefly explained.

The first hypothesis of this study is aimed at examining the impact of "Authentic leadership" on the Intrinsic motivation of employees. The results indicate that adjusted R square is (.343) 34.3%. 34.3% variance in intrinsic motivation has been explained by authentic leadership. Value of F 201.236 is significant at (p < 0.05). Authentic leadership is significant at 0.000 (t-value = 14.186, p < 0.05). Value of β coefficient of authentic leadership is .587. It specifies that authentic leadership has significant positive relationship with intrinsic motivation. Hypothesis one is met. It indicates that one unit increase in authentic leadership will cause .587 units increase in intrinsic motivation.

The second hypothesis of this study is aimed at examining the impact of "Authentic leadership" on the Psychological capital of employees. The results indicate that adjusted R square is (.442) 44.2%. 44.2% variance in psychological capital has been explained by authentic leadership.

Value of F 304.821 is significant at (p < 0.05). Authentic leadership is significant at 0.000 (t-value = 17.459, p < 0.05). Value of β coefficient of authentic leadership is .666. It specifies that authentic leadership has significant positive relationship with psychological capital. Hypothesis two is met. It indicates that one unit increase in authentic leadership will cause .666 units increase in psychological capital.

The third hypothesis of this study aimed at examining the impact of "Authentic leadership" on the Core Job Characteristics of employees. The results indicate that adjusted R square is (.334) 33.4%. 33.4% variance in core job characteristics has been explained by authentic leadership. Value of F 192.868 is significant at (p < 0.05). Authentic leadership is significant at 0.000 (t-value =13.888, p < 0.05). Value of β coefficient of authentic leadership is .579. It specifies that authentic leadership has significant positive relationship with core job characteristics. Hypothesis three is met. It indicates that one unit increase in authentic leadership will cause .579 units increase in core job characteristics.

The fourth hypothesis of this study aimed at examining

the impact of "Core Job Characteristics" on the Intrinsic motivation of employees. The results indicate that adjusted R square is (.258) 25.8%. 25.8% variance in intrinsic motivation has been explained by core job characteristics. Value of F 133.968 is significant at (p < 0.05). Core job characteristics are significant at 0.000 (t-value =11.574, p < 0.05). Value of β coefficient of core job characteristics is .510. It specifies that core job characteristics have significant positive relationship with intrinsic motivation. Hypothesis four is met. It indicates that one unit increase in core job characteristics will cause .510 units increase in intrinsic motivation.

The fifth hypothesis of this study aimed at examining the impact of "Core Job Characteristics" on the psychological capital of employees. The results indicate that adjusted R square is (.423) 42.3%. 42.3% variance in psychological capital has been explained by core job characteristics. Value of F 282.008 is significant at (p < 0.05). Core job characteristics are significant at 0.000 (t-value =16.793, p < 0.05). Value of β coefficient of core job characteristics is .652. It specifies that core job characteristics have significant positive relationship with psychological capital. Hypothesis five is met. It indicates that one unit increase in core job characteristics will cause .652 units increase in psychological capital.

Mediation Analysis

Mediation of core job characteristics between the relation of Authentic leadership and Intrinsic motivation

Mediation of core job characteristics between the relation of Authentic leadership and Psychological capital

To check mediation, four conditions are mentioned by Barron and Kenny (1986) as discussed earlier, To confirm hypothesis seven, first condition was checked. There occurs significant connection of predictor authentic leadership with mediator core characteristics of job (β = .579, p< 0.05). Second condition suggests that the significant connection of predictor authentic leadership with output psychological capital (β = .666, p< 0.05). With regards to third condition the significant relationship of mediator core characteristics of job with output psychological capital (β = .652, p< 0.05). According to fourth condition the connection of predictor authentic leadership with intrinsic motivation was checked by controlling mediator core job characteristics. Factors providing information about respondents (types of respondents, gender, age group, employment status job tenure and organization) were also controlled. According to table 4 value of β coefficient for authentic leadership is .431 significant at level of 0.05. If it is compared with β

Table 5. Summary of mediation analysis

Predictors	Intrinsic Motivation				
	R^2	ΔR^2	t	β	Sig.
Direct Effect:					
Authentic Leadership	.345	.345	14.186	.587	.000
Step 1:					
Controls		.061			.000
Step 2:					
Core Job Characteristics	.279	.218	4.853	.242	.000
Step 3:					
Authentic Leadership	.405	.126	8.923	.438	.000

Note: N = 384; controls aretypes of respondents, gender, age group, employment status job tenure and organization were entered in analysis. p< 0.05

Table 6. Summary of mediation analysis

Predictors	Psychological Capital				
	R^2	ΔR^2	T	β	Sig.
Direct Effect:					
Authentic Leadership	.444	.444	17.459	.666	.000
Step 1:					
Controls		.089			.000
Step 2:					
Core Job Characteristics	.445	.356	8.966	.381	.000
Step 3:					
Authentic Leadership	.568	.559	10.308	.431	.000

Note: N = 384; controls aretypes of respondents, gender, age group, employment status job tenure and organization were entered in analysis. p< 0.05

value of authentic leadership for condition two (β = .666). It has reduced by .235. Value of beta is not reduced to zero and it is significant at level of 0.05. It indicates that core job characteristics partly mediate the connection of authentic leadership with psychological capital. Seven hypothesis is confirmed.

Discussion, Limitations and Recommendations

DISCUSSION

This research presented a model in which core job characteristics theory explained the link of authentic leadership with valuable employee job behaviors. Results represents that jobs are more important and challenging for the followers of extraordinary leaders. Leaders who show the characteristics of balanced processing, self-awareness, internalized moral perspective, and relational transparency, their followers perceived high level of core characteristics of job (feedback, skill variety, autonomy, task significance and task identity). The reason how core job characteristics are enhanced with authentic leader to achieve by using imagery and language in structure work and experience of subordinates (Salancik and Pfeffer,

1978; Smircich and Morgan, 1982).

Leaders affect the social and objective built nature of one's job. Actually these both are complementary methods to develop job attitudes (Griffin, 1981). Leaders explain different roles to employees and the way they will communicate with others. Leaders have power to control the resources of an organization that includes job projects, opportunities of promotions and rewards. Leaders adjust structural features of a job to form tangible aspects of job. Employees assign importance and individual responsibility of a job to model and behavior of the leaders. They reinforce the idea that attitudes of employees in an organization rest on explanation of behavior and informational signs given by other important employees including their direct supervisors (Wrzesniewski et al., 2003).

Relationship of authentic leadership and core job characteristics has importance because core job characteristics significantly relates to intrinsic motivation. According to Hackman and Oldham (1976) if the actions of employees are driven through self-generating rewards or internal rewards than those of employees effective work. This study supports this claim.

There is another reason for significance link of authentic leadership with core job characteristics. The

reason is that there was significant connection of core characteristics of job with psychological capital. Core characteristics of job consist of group of variables. These are broadly considered the one important sources of behaviors and attitudes of employees (Friday and Friday, 2003). This is the first study in which relationship between core job characteristics and psychological capital has been established.

Link of authentic leadership and core job characteristics provides a new domain for the possible mediators of authentic leadership effects. This study emphasis on core job characteristics with addition in other researches that aims to find the process through which authentic leadership is linked to other job behaviors. Results of this study highlight a possible mediator built in jobs that makes addition in previous research related to self-based and leader based structure.

This study suggests that authentic behavior of authentic leaders can play a role in job evaluation.

Current progress in authentic leadership may show that followers inspired by authentic leaders can experience better meaning through acting authentically and acting regularly with their moral values in an organization (May et al., 2003). Therefore it improves the nature of work.

Every new employee in an organization considers that strategies and leaders of the organization to be helpful and fair. Firm meets all the social and ethical responsibilities (Turban and Greening, 1997).

Authentic leaders win credibility, trust and respect of followers by performing according to their beliefs and deep individual standards. For the purpose of winning credibility, trust and respect they encourage different point of views, they build systems of collective relations with subordinates and they lead in such mode that is accepted as authentic by subordinates. As this course flows to subordinates they can function in same fashion. They can depict their authentic attitude to concerned stakeholders, clients, coworkers and supervisors. After a certain period it can develop into foundation of culture of a firm (Avolio et al., 2004). Therefore it will meet expectations of new employees.

Tests of this research exposed that core characteristics of job partially mediated authentic leadership relations. It can be explained that influence of core job characteristics is low during crisis. During financial crisis the influence of job characteristics model is low (Cleave, 1993; Lee, 1998). Employees should have knowledge and skills for better performance. Public sector has aged employees who have low skills and knowledge. It is hard to motivate them to acquire new knowledge and skills. Public sector consists of plateauing workers who are not actively engaged and productive and they also spread non productivity among other employees. There is poor performance appraisal system in public sector. In Pakistani working settings feedback is considered as interference in one's work. Sometimes it is considered as criticism on employee's performance (Hadi and Adil, 2010).

Limitations

This study has few limitations. Demographic structure of this study was not selected specifically. Therefore interpretations obtained from the results cannot be built on any specific demographic factor. Ambiguity of casual direction may be present in study. Direction of relationships in all variables is supported by present theory and published study. There may be possibility that employees of an organization could formulate responsibilities and boundaries of jobs (Wrzesniewski and Dutton, 2001), changing the core job characteristics perceived at job. These employees could be expected and encouraged to recognize behavior of their leader consistent with their formulated concepts of work. It is likely that they consider those leaders as authentic leaders.

Employees who have high psychological capital and intrinsic motivation could be able to motivate their leaders to interchange with each other. They could motivate their leaders to be clearer to them. In result leaders could show more authentic behavior.

This study is cross sectional (here-and-now time period) study. Results and conclusions drawn from analysis are at static point in time. Some other aspects that affect other dynamics of organization could affect the results of this study. These aspects might not have been selected in this study. Therefore this study does not get any benefit from advantages of longitudinal study. Longitudinal study could show more information that could explain more relationships of variables.

For data collection survey method was used. That indicates mono method bias. Participants of this study were restricted to a single city and public sector. Therefore this study cannot make any claim regarding generalizibity.

RECOMMENDATIONS

Here are few recommendations for study in future. To clarify casual direction of connection between authentic leadership and core characteristics of job longitudinal and experimental study in field and laboratory is necessary. This type of research can convey a finer-grained method to clarify the mediators. It can also identify the dimension of authentic leadership that has less or more effect on job perceptions.

Future study can also identify the boundary conditions to check effect of authentic leadership on core job characteristics and other job behaviors like intrinsic motivation and psychological capital. Like leader member

exchange relationship quality is a source to categories follower authority relationships (Shore and Coyle-Shapiro, 2003). In this study leaders have been described as leaders with meaning. Sometimes followers resist to such supervisory.

Leadership "involves a complicity or process of negotiation through which certain individuals, implicitly or explicitly, surrender their power to define the nature of their experience to others. Indeed, leadership depends on the existence of individuals willing, as a result of inclination or pressure, to surrender, at least in part, the powers to shape and define their own reality" (Smircich and Morgan, 1982). Strong leader member exchange relationship makes followers trust more in leaders. Therefore they response more toward authentic behaviors. While weak leader member exchange relationship makes followers to form formal and impersonal communication designs with leader. That can insufficiently transmit effect of authentic leadership on core job characteristics.

There are more examples like valuation of psychological contract breach and extent to which support is presented from authority. These all variables can play a role of moderator. That can help to explore that when authentic leadership can and cannot affect significantly on follower behaviors.

Participants of this study were employees from public sector. Future research can include the participants from private sector from different countries and organizational culture.

REFERENCES

Avey JB, Luthans FJensen SM (2009). Psychological capital: A positive resource for combating employee stress and turnover. Human Resource Management, 48(5), 677-693.

Avolio BJ, Gardner WL (2005). Authentic leadership development: Getting to the root of positive forms of leadership. The leadership quarterly, 16(3), 315-338.

Avolio BJ, Gardner WL, Walumbwa FO (2007).Authentic leadership questionnaire. Gallup Leadership Institute. Retrieved with permission on October 21, 2009, from http://www.mindgarden.com.

Avolio BJ, Gardner WL, Walumbwa FO, Luthans F, May DR (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. The Leadership Quarterly, 15(6), 801-823.

Barbuto JE (2005). Motivation and transactional, charismatic, and transformational leadership: A test of antecedents. J. Leadership & Organizational Studies, 11(4), 26-40.

Baron RM, Kenny DA (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. J. Personality Soc. Psychol. 51(6), 1173.

Behn RD (1995). The big questions of public management. Public administration review, 313-324.

Boonzaier B, Bernhard F, Braam R (2001). A review of research on the job characteristics model and the attendant job diagnostic survey. South Afri. J. Manag. 32, 11-24.

Bryman A (2001). Social Research Methods.Oxford University Press.

Bryman A, Bell E (2003). Business Research Method. New York: Oxford University Press.

Churchill GA Jr. (1995). Marketing research: methodological foundations (G ed.). New York: The drydeu press.

Clapp-Smith R, Vogelgesang GR, Avey JB (2009). Authentic Leadership and Positive Psychological Capital The Mediating Role of Trust at the Group Level of Analysis. J. Leadership and Organizational Stud. 15(3), 227-240.

Cleave SH (1993). A Test of the Job Characteristics Model with administrative positions in physical education and sport. J. Sport Manag. 7, 228-242.

Collins J, Hussey R (2003). Business Research: a practical guide for undergraduate and postgraduate students. New York: Paigrave Macmillan.

Cooper DR, Schindler PS (2003). Business research methods.

Day DV, Lord RG (1988). Executive leadership and organizational performance: Suggestions for a new theory and methodology. J. Manag. 14(3), 453-464.

Deci EL (1975). Intrinsic Motivation. New York: Plenum.

Deci EL, Connell JP, Ryan RM (1989). Self-determination in a work organization. J. Appl. Psychol. 74(4), 580.

Deci EL, Koestner R, Ryan RM (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. Psychological bulletin, 125(6), 627.

Deci EL, Ryan RM (2000). The" what" and" why" of goal pursuits: Human needs and the self-determination of behavior. Psychological inquiry, 11(4), 227-268.

Denzin NK, Lincoln YS (2000). The discipline and practice of qualitative research. Handbook of qualitative research, 2, 1-28.

Detert JR, Burris ER (2007). Leadership behavior and employee voice: is the door really open?. Acad. Manag. J. 50(4), 869-884.

Easterby-Smith M, Thorpe R, Lowe A (2009). Management Research (3rd ed.). London: Sage.

Friday SS, Friday E (2003). Racioethnic perceptions of job characteristics and job satisfaction. J. Manag. Dev. 22(5), 426-442.

Fried Y, Ferris GR (1987). The validity of the job characteristics model: A review and meta-analysis. Personnel Psychology, 40(2), 287-322.

Gabrenya WK, Arkin RM (1980).Self-monitoring scale Factor structure and correlates. Personality and Social Psychology Bulletin, 6(1), 13-22.

Gardner WL, Avolio BJ, Luthans F, May DR, Walumbwa F (2005). "Can you see the real me?" A self-based model of authentic leader and follower development. The Leadership Quarterly, 16(3), 343-372.

Ghauri PN, Gronhaug K (2002). Research Methods in Business Studies: A Practical Guide. (2nd ed.). London: Financial Times Prentice-Hall.

Gini A (1997). Moral leadership and business ethics. Journal of Leadership & Organizational Studies, 4(4), 64-81.

Goffman E (1974). Frame analysis: An essay on the organization of experience. Harvard University Press.

Griffin RW (1981). Supervisory behaviour as a source of perceived task scope. J. Occupat. Psychol. 54(3), 175-182.

Griffin RW, Bateman TS, Wayne SJ, Head TC (1987). Objective and social factors as determinants of task perceptions and responses: An integrated perspective and empirical investigation. Acad. Manag. J. 30(3), 501-523.

Gummesson E (2000). Qualitative methods in management research.Sage.

Hackman JR (1980). Work redesign and motivation. Professional Psychology, 11(3), 445.

Hackman JR, Lawler EE (1971). Employee reactions to job characteristics. J. Appl. psychol. 55(3), 259.

Hackman JR, Oldham GR (1974). The Job Diagnostic Survey: An instrument for the diagnosis of jobs and the evaluation of job redesign projects. Catalog of Selected Documents in Psychology, 4: 148–149.

Hackman JR, Oldham GR (1975).Development of the job diagnostic survey. J. Appl. psychol. 60(2), 159.

Hackman JR, Oldham GR (1976). Motivation through the design of work: Test of a theory. Organizational behavior and human performance, 16(2), 250-279.

Hadi R, Adil A (2010). Job characteristics as predictors of work motivation and job satisfaction of bank employees. J. Indian Acad.

Appl. Psychol. 36(2), 294-299.

Hasan HA (2013). Promoting organizational citizenship behavior among employees-the role of leadership practices. Intern. J. Bus. Manag. 8(6), 47.

Hassan A, Ahmed F (2011).Authentic leadership, trust and work engagement. Intern, J. Human and Soc. Sci. 6(3), 164-170.

Hetland H, Hetland J, Andreassen CS, Pallesen S, Notelaers G (2011). Leadership and fulfillment of the three basic psychological needs at work. Career Development International, 16(5), 507-523.

Hsiung HH (2012). Authentic leadership and employee voice behavior: A multi-level psychological process. J. Bus. Ethics, 107(3), 349-361.

Hussey J, Hussey R (1997). Business Research: A Practical Guide for Undergraduate and Postgraduate Students. London: Macmillan Press.

Idaszak JR, Drasgow F (1987). A revision of the Job Diagnostic Survey: Elimination of a measurement artifact. J. Appl. Psychol. 72(1), 69.

Ilies R, Morgeson FP, Nahrgang JD (2005). Authentic leadership and eudaemonic well-being: Understanding leader–follower outcomes. The Leadership Quarterly, 16(3), 373-394.

Jankowicz AD (2000). Business Research Project (4th ed.). London: Thomas Learning.

Jankowicz D (2005). *The easy guide to repertory grids*.John wiley and sons.

Jinyue W (2007).Research on the Relationship among Job Autonomy, Job Feedback and Organizational Citizen Behavior.

Kahya E (2007). The effects of job characteristics and working conditions on job performance. International journal of industrial ergonomics, 37(6), 515-523.

Khan MJ, Aslam N, Riaz MN (2012). Leadership styles as predictors of innovative work behavior. Pakis. J. Soc. Clin. Psychol. 9(2), 17-22.

Khan SN (2010). Impact of authentic leaders on organization performance. Intern. J. Bus. Manag. 5(12), p167.

Kim JG, Lee SY (2011). Effects of transformational and transactional leadership on employees' creative behaviour: mediating effects of work motivation and job satisfaction. Asian J. Technol. Innov. 19(2), 233-247.

Kozlowski SW, Doherty ML (1989). Integration of climate and leadership: Examination of a neglected issue. J. Appl. Psychol. 74(4), 546.

Lee-Ross D (1998). The reliability and rationale of Hackman and Oldham's job diagnostic survey and job characteristics model among seasonal hotel workers. *Intern. J. Hospit. Manag. 17*(4), 391-406.

Leroy H, Anseel F, Gardner WL, Sels L (2012). Authentic leadership, authentic followership, basic need satisfaction, and work role performance: A cross-level study. *J. Manag.* 0149206312457822.

Luthans F, Avey JB, Avolio BJ, Norman SM, Combs GM (2006). Psychological capital development: toward a micro-intervention. *J. Organiz. Behavior*, *27*(3), 387-393.

Luthans F, Avolio BJ, Avey JB, Norman SM (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, *60*(3), 541-572.

May DR, Chan AY, Hodges TD, Avolio BJ (2003). Developing the moral component of authentic leadership. *Organizational Dynamics*, *32*(3), 247-260.

Miles MB, Huberman AM (1994). *Qualitative data analysis: An expanded sourcebook*. Sage.

Miniotaitė A, Bučiūnienė I (2013). Explaining Authentic Leadership Work Outcomes from the Perspective of Self-Determination Theory. Organizacijų Vadyba: Sisteminiai Tyrimai, (65), 63-75.

Nunnally JC (1978). Psychometric theory. New York: McGraw-Hill.

Nunnally JC, Bernstein IH. (1994). Psychometric Theory (3rd ed.). New York: McGraw-Hill.

Parker SK, Wall T (1998). Job and work design: Organizing work to promote well-being and effectiveness. London: Sage.

Piccolo RF, Colquitt JA (2006). Transformational leadership and job behaviors: The mediating role of core job characteristics. Acad. Manag. J. 49(2), 327-340.

Piccolo RF, Greenbaum R, Hartog DND, Folger R (2010). The relationship between ethical leadership and core job characteristics. J. Organiz. Behavior, 31(2-3), 259-278.

Podsakoff PM, MacKenzie SB, Moorman RH, Fetter R (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. The Leadership Quarterly, 1(2), 107-142.

Purvanova RK, Bono JE, Dzieweczynski J (2006). Transformational leadership, job characteristics, and organizational citizenship performance. Human performance, 19(1), 1-22.

Rahim ARA, Shabudin A, Nasurdin AM (2012). Effects of Job Characteristics on Counterproductive Work Behavior Among Production Employees: Malaysian Experience.

Rego A, Sousa F, Marques C (2012). Authentic leadership promoting employees' psychological capital and creativity. J. Bus. Res. 65(3), 429-437.

Robson C (1993). Real world research: A resource for social scientists and practitioners-researchers. *Massachusetts: Blackwell Pushers*.

Robson C (2002). *Real word research*. Oxford: Blackwell.

Ryan RM, Deci EL (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. Contemporary educational psychology, 25(1), 54-67.

Ryan RM, Deci EL (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. American psychologist, 55(1), 68.

Salancik GR, Pfeffer J (1978). A social information processing approach to job attitudes and task design. Administrative science quarterly, 224-253.

Saunders M, Lewis P, Thornhill A (2003). Research Method for Business Students (3rd ed.). Essex: Pearson Education.

Saunders M, Lewis P, Thornhill A (2007). Research Method for Business Students (4th ed.). Essex: Pearson Education.

Saunders M, Lewis P, Thornhill A (2009). Research Method for Business Students (5th ed.). Essex: Pearson Education.

Shamir B, Eilam G (2005). "What's your story?" A life-stories approach to authentic leadership development. The Leadership Quarterly, 16(3), 395-417.

Shore LM, Coyle-Shapiro JAM (2003). New developments in the employee–organization relationship. *J. Organiz. Behavior*, *24*(5), 443-450.

Sial A, Usman MK, Zufiqar S, Satti AM, Khursheed I (2013). Why Do Public Sector Organizations Fail In Implementation Of Strategic Plan In Pakistan?. Public Policy and Administration Research, 3(1), 33-41.

Smircich L, Morgan G (1982). Leadership: The management of meaning. J. Appl. Behavioral Science, 18(3), 257-273.

Snow CC, Miles RE (1992).Causes for failure in network organizations. California management review, 34(1), 53-57.

Sridevi G, Srinivasan PT (2012). Psychological Capital: A Review of Evolving Literature. Colombo Bus. J. Vol. 03, No. 01.

Tugade MM, Frederickson BL, Feldman BL (2004). Psychological resilience and positive emotional granularity: Examining the benefits of positive emotions on coping and health. J. Personality, 72(6), 1161-1190.

Turban DB, Greening DW (1997). Corporate social performance and organizational attractiveness to prospective employees. *Acad. Manag. J. 40*(3), 658-672.

Turner AN, Lawrence PR (1965). Industrial Jobs and the Worker. Boston: Harvard University Press.

Uma S (2000). *Research methods for business: A skill-building approach*. John Wiley and Sons.

Walumbwa FO, Avolio BJ, Gardner WL, Wernsing TS, Peterson SJ (2008). Authentic Leadership: Development and Validation of a Theory-Based Measure†. J. Manag. 34(1), 89-126.

Walumbwa FO, Luthans F, Avey JB, Oke A (2011). Authentically leading groups: The mediating role of collective psychological capital and trust. J. Organiz. Behavior, 32(1), 4-24.

Walumbwa FO, Wang P, Wang H, Schaubroeck J, Avolio BJ (2010). Psychological processes linking authentic leadership to follower behaviors. The Leadership Quarterly, 21(5), 901-914.

Wang H, Sui Y, Luthans F, Wang D, Wu Y (2012). Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes. J. Organiz. Behavior.

Woolley L, Caza A, Levy L (2010). Authentic leadership and follower

development: Psychological capital, positive work climate, and gender. J. Leadership and Organiz. Stud. 1548051810382013.

Wright BE (2001). Public-sector work motivation: A review of the current literature and a revised conceptual model. Journal of public administration research and theory, 11(4), 559-586.

Wright LT, Crimp M (1995). *The marketing research process*. Prentice Hall.

Wrzesniewski A, Dutton JE (2001).Crafting a job: Provisioning employees as active crafters of their work. *Academy of Management Review*, *26*(2), 179-201.

Wrzesniewski AC, Dutton JE, Debebe G (2003). Interpersonal sense making and the meaning of work. Research in Organizational Behavior, 25, 93–135.

Yin K (2003). Case study research: Design and methods. *Sage Publications, Inc*, *5*, 11.

Yukl GA (1989). Leadership in organizations. Pearson Education India.

Yun S, Cox J, Sims Jr HP, Salam S (2007). Leadership and teamwork: The effects of leadership and job satisfaction on team citizenship. Intern. J. Leadership Stud. 2(3), 171-193.

Zikmund V (2003). Health, well-being, and the quality of life: some psychosomatic reflections. *Neuro endocrinology letters*, *24*(6), 401-403.