

Authentic leadership affects employee's attitudes (Affective Commitment) through the mediation role of Personal Identification and Organizational Identification

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DOI: 10.6007/IJARBSS/v5-i12/1945 URL: <http://dx.doi.org/10.6007/IJARBSS/v5-i12/1945>

Abstract

In Current study author has examined the influence of authentic leadership on organizational affective commitment and to explore that to what extent the followers' social identification with work unit and personal identification with leaders mediate this relationship. However these hypothesized outcomes gained very little attention in empirical studies. The quantitative methodology used in this study incorporates cross sectional survey method with sample size is (N=250). Sample was selected from Pakistani local and foreign banks' employees who work under the branch manager. Author found a positive relationship between authentic leadership and organizational affective commitment and both personal identification with leader and social identification with work unit significantly mediate the afore-mentioned relationship. Structural equation model was used for data analysis and hypothesis testing.

Keywords: Authentic Leadership, Employee's Attitudes, Personal Identification and Organizational Identification.

Introduction

Background of the Research

The crux of all positive leadership facets is in the authentic leadership. Enron and other such scandals have forced the researchers (Avolio, Luthans, & Walumbwa, 2004); (Gardner & Schermerhorn Jr, 2004) and practitioners (Geroge, 2003) to focus on new type of leadership that is "Authentic Leadership".

Authentic leadership attracts the attention of researchers due to the ethical problems of organizational leaders. This type of leadership plays a significant role in terms of focusing societal and organizational problems. This approach is more related to leader's authenticity and the real relationship between the leader and his/her followers. Authentic leaders are positive people with truthful self-concepts and are known for promoting openness. They are not frightened to show their emotions, their susceptibility and to connect with their employees.

Due to the lack of appropriate role of leadership in organization, researchers are seeking a best role of leaders who can perform ethically and authentically within an organization. Especially in Pakistan where the level of corruption is very high; the organizations are looking for leaders who can create a clear and real environment and also transform their employees. Authentic leaders hold positive characteristics which can be developed by followers/employees organizational identification. In this study we have explored two mechanisms by which authentic leaders influence their followers affective commitment by inculcating personal identification within their leaders and social identification with their organizational unit. This study focuses that the authentic leadership is suggested as the changing leadership behavior from hypocritical to authentic that can contribute towards development of organizational commitment.

Broad Problem Area

Research regarding authentic leaders' behavior and Employees' attitudes is mostly conducted in western settings, therefore, scanty evidence of studies in this area can be found in Pakistani context. Due to entrance of the multinational retailers and foreign banks in the local market of Pakistan, banking sector has gone through a series of mergers due to stiff competition. During the change process of leadership their employees face many new challenges. To deal with these challenges, leaders expect high level of commitment from employees. Employees also seek genuine and real leadership to guide them for achievement of their goals. Organizations also need a fair and ethical leader who can create strong association between employees and organization. Long term association of employees with organization can make it stay competitive in a dynamic environment.

Specific problem statement

The people of south Asian region are more paternalistic in nature and they require long term, fair, trusted relationship with their leaders and organization. So in the Pakistani context we

need to understand the role of authentic leaders and organizational commitment in banking sector of Pakistan.

Aim of the study:

This study will help us to establish the role of authentic leaders in Pakistan and help the Pakistani banks to develop/train their leaders as authentic and get the competitive edge through their follower commitment by forming social identification with work unit and personal identification with leader.

Research objectives:

Following are study objectives

- Effects of Authentic leadership on follower organizational affective commitment
- Mediation role of Social identification between authentic leadership and follower's affective commitment.
- Mediation role of Personal identification between authentic leadership and follower's affective commitment.

Research Questions:

1. How does authentic leadership influence follower's affective commitment?
2. Does personal identification play a mediating role between the authentic leadership and followers' affective commitment?
3. Does Social identification play a mediating role between the authentic leadership and followers' affective commitment?

Organizing of the study:

Firstly current study conducted a literature review to conceptualize the variables and also developed the hypothesis through discussion of theoretical conceptualization. After that, there is description of research design for data analysis. The next part consists of data analysis by using statistical techniques. Next part discusses the results and conclusion of study which also include future research direction, limitation of study and managerial implications for social scholar.

Literature Review and Theoretical Framework:

Authentic Leadership:

Authentic leadership is "a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-

regulated positive behaviors on the part of leaders and associates, fostering positive self-development” (Luthans & Avolio, 2003). The tremendous demand of authentic leadership is due to its focus on genuineness and authenticity of leaders and leadership. Authentic leadership has more than one definitions and each definition has different observation with different emphasis (Chan, Hannah, & Gardner, 2005).

The interpersonal perspective of authentic leadership incorporate the leaders’ self-regulation, self-knowledge and self-concept. Interpersonal perspective of authentic leadership exhibits genuine leadership that led from conviction and genuineness (Shamir & Eilam, 2005). According to Eagly (2005) authentic leadership in interpersonal process between leaders and followers.

Walumbwa et.al (2008) define authentic leadership 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”*.

The construct of Authentic leadership was not developed properly until 2005 but due to the serious issues of corporate world such as Enron and WorldCom and also the destruction of 9/11 and failure of banking sector forced researchers to introduce new style of leadership (Northhouse, 2012).

According to (Northhouse, 2013) there are four key elements of authentic leadership as following.

Self-Awareness:

Gardner, W. L., B. J. Avolio, et al. (2005) self-awareness has four basic elements i.e. emotions, values motives/goals and cognition regarding identity which has a significant role in the development of authentic leadership. Avolio & Gardner (2005) already focused on three of them which are cognition, values and emotions. These three elements are already defined in earlier literature of leadership so on the basis of these three elements they differentiate authentic leadership from earlier theories of leadership. Self-awareness includes the understanding of one’s capabilities, knowledge and experience (Day, 2000; George, 2003; London, 2002). Leaders must know their own weaknesses and strengths and they don’t hide their weakness from others (Walumbwa, Wang, Wang, Schaubroeck, & Avolio, 2010).

To become an authentic leader one must know, what are one’s strengths, weakness and values? One should have knowledge about what one stands for and what values are crucial. Self-awareness is important to develop other attributes of authentic leadership. Self-awareness not only helps authentic leaders to know about themselves but it also show others (followers) about authenticity of their leadership. They are genuine and act consistently in public and private; they are never afraid to show their weakness and admits their mistakes. Authentic leaders do understand that self- awareness is a long life process.

Relational Transparency:

Relational transparency refers to the genuine and real relationship between the leader and follower where both of them share information with each other in a transparent manner

(Walumbwa, et al., 2010). According to Kernis (2003) through relational transparency leaders develops positive outcomes in their followers and other organizational members.

When truthful and straightforward authentic leaders deal with others, they don't have any hidden agendas; they are clean in front of everyone. These characteristics explains an authentic leaders' relational transparency.

Balanced Processing:

Before making a decisions leaders consider all relevant information and point of view of the stake holders. It makes their actions well planned and well thought-out. (Gardner, Avolio, Luthans, et al., 2005).

Internalized Moral perspective

Internalized moral perspective refers to leader's inner drive to achieve consistency between his/her values and actions (Avolio & Gardner, 2005; Gardner, Avolio, Luthans, et al., 2005). This element of authentic leadership integrates leader's internal moral standard and values. Literature says that leaders always stick to their internal value system without being influenced by the organizational or group values and societal pressures.

Authentic leadership and Personal identification

Authentic leaders enhance the followers work attitudes and work behaviors by the process of social identification with the organization and personal identification with the followers (Avolio, Gardner, Walumbwa, Luthans, & May, 2004). Researchers also describe the importance of personal identification and social identification in leadership literature (Bono & Judge, 2003; Kark & Shamir, 2002). Personal identification is a process where the individuals/followers value their leaders become self-defining or self-referential (Kark & Shamir, 2002). Authentic leadership theory has focused leaders authenticity, high moral standards, integrity, and honesty as compared to other leadership styles such as transformational leadership (Avolio, Gardner, et al., 2004). Authentic leaders leads by example (role modeling) as they guide and show their followers the clear and true picture of their goals with orientation of right and fair (Avolio, Luthans, et al., 2004). leaders displaying characteristics of authentic leadership have more effective personal identification with followers because they give more respect to their followers and willing to develop more openness and accountability in relationship with their followers (Walumbwa, et al., 2010). Authentic leaders establish the personal identification with their follower through the positive modeling of self-awareness, positive moral perspective and positive psychological states (Avolio & Gardner, 2005). According to Pratt 1998, the process of personal identification has two modes; one is to evoke followers where they recognize that they share similar values as their leaders have and second mode is to support their followers' desire to change their self-concept so that their values and beliefs become similar as their leaders have.

So we consider the following hypothesis

H1: Authentic leadership is positively related to follower's personal identification with leaders.

Authentic Leadership and Social Identification:

Social identifications is the process when individuals feel proud to be a member of any specific group and to be identified by that specific group or organization (Tajfel & Billic, 1974). Hogg (2001) describe that "as people identify more strongly within a group, the basis for leadership perceptions, evaluations, and endorsement becomes increasingly influenced by prototypicality; prototypical members are more likely to emerge as leaders, and more prototypical leaders will be perceived to be more effective" (p. 191). According to (Avolio, Gardner, et al., 2004) authentic leaders can increase follower social identification when they deal with their followers with higher levels of integrity and honesty. Authentic leaders understand that their followers receives a strong massage from their ethical behavior.

Authentic leaders' characteristics such as transparency, accountability for their actions, openness, willingness to acknowledge their own limitation and integrity attach their followers to values and beliefs (Avolio, Gardner, et al., 2004). So the identification is a self-regulatory process when individuals' self-concept ties up with organization mission and they align themselves by their organization.

H2: Authentic leadership is positively related to follower's Social identification with group/organization

Authentic Leadership and Affective Organizational Commitment:

Samad (2005) defines basic theme of organizational commitment is as "organizational commitment is recognized to be a bond of the individual to the organization". Meyer & Allen (1991) describes the three components of organization commitment i.e. affective, continuance and normative. They describes affective commitment is about the individuals positive emotional attachment with organization. According to Ashman (2006) affective commitment is as "an emotional bond between individual and organization"(p. 6-7). *The theoretical relationship between authentic leadership and follower affective commitment is established through the mechanism of social exchange theory.* According to Blau's (1964) Social exchange theory, followers reciprocate the leaders/supervisor favorable treatment and also increase their emotional attachment with organization and thus fulfilling their responsibilities. Authentic leaders' development is beneficial as it effects the followers positively (Shamir & Eilam, 2005). The researchers also describe that followers share their values and beliefs due to their leader's authenticity. As Gardner, et al. (2005) posits that through the modeling of high level self-awareness, transparency, balanced processing and authentic behavior of authentic leaders effect followers. So due to these characteristics of authentic leadership, it is suggested that authentic leaders can establish their follower's affective organization commitment. As there is little evidence in the literature whether authentic leadership characteristics drive follower

affective commitment with organization and personal identification with leader (Walumbwa, et al., 2008; Walumbwa, et al., 2010).

H3: Authentic leadership is positively related to follower's affective organizational commitment.

Mediating Role of Personal identification and social identification in the relationships between authentic leadership and follower affective commitment:

Prior research provide evidence that leadership is an antecedent of follower affective organizational commitment (Mathieu & Zajac, 1990). In this study we argue that the relationship between the authentic leadership and affective organizational commitment is mediated through Role of Personal identification. As Avolio, Gardner, et al. (2004) conceptualized that followers of authentic leaders personally identify with them due to process of role modeling when authentic leaders show high level of moral standards, integrity and honesty. Authentic leaders "increase followers' social identification by creating a deeper sense of high moral values and expressing high levels of honesty and integrity in their dealings with followers" (Avolio et al. 2004: 807). Employees who are willing to work hard, adopt change and take initiative when they personally identified them with the organization (Meyer, Becker, & Vandenberghe, 2004).

The positive social exchange theory and organizational identification theory support the relationship between authentic leadership and follower's affective commitment (Avolio & Gardner, 2005). Authentic leader's openness behavior makes them vulnerable for their followers and this vulnerability develop followers trust on their leaders and they also become vulnerable themselves as well (Walumbwa, Luthans, Avey, & Oke, 2011). The trust based relationship between authentic leaders and their followers set the stage for social identification and personal identification (Walumbwa, et al., 2010). When followers value their leader's personality and spokesperson for overall organization, they indulge in the process of personal and social identification. According to Avolio, Gardner, et al. (2004) this behavior of followers (organizational identification) impact their organizational commitment as well.

Followers will personally identify with a leader of behavioral integrity leader and thus become more committed with their organizations, so we conceptualizing the following hypothesis

H 4a: Personal identification with leaders mediates the relationship between the authentic leadership and affective organization commitment.

H 4b: Social identification with organization mediates the relationship between the authentic leadership and affective organization commitment.

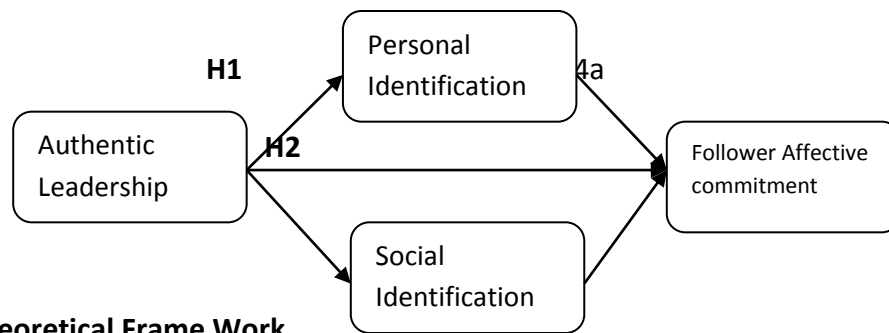


Figure 1 Theoretical Frame Work

Research Methodology

Sample selection:

The multinational retailers and foreign banks are entering in the local market of Pakistan. Most of the banks are going through the process of mergers and acquisition. During this change process new leaders and their employees are facing many new challenges. The sample included branches of foreign and national banks and their branch managers were involved as a leadership role. These branch managers have autonomy and they are responsible to establish their branch goals and objectives. The bank branch managers involved in this study had 12 to 30 subordinates. Only those branch managers were included who have more than 6 month experience in their designated branches and also those employees were selected who have not less than 6 month experience in their current branch.

Data Collection Procedure:

We collected the primary data with the help of questionnaire which was specifically regarding the information of branch manager/leaders behavioral approach and its impact on employee's attitude. Data was collected from the help of my colleagues and friends. A structured questionnaire was distributed among the 250 employees of different banks branches. For this purpose prior permission was granted from the concerned branch manager and they were informed about this research project. This questionnaire comprises of total 36 questions and further sub divided into 4 constructs. These constructs are Authentic Leadership (16 items), Personal identification (6 items), Social identification (6items) and followers affective commitment (8 items). Before data collection we briefly described the purpose of study to our respondent.

Instrument:

For this study we used developed measuring instrument and modified according to study needs. All the scales were measured with "5-point Likert scale i.e. [1] = Strongly Disagree, [2] = Disagree, [3]= Neutral, [4]= Agree and [5]= Strongly Agree".

Leaders Behavior (Authentic Leadership):

The Authentic Leadership scale is adapted from Walumbwa, et al. (2008) the scale comprises of sixteen items. The scale was modified in light of current research perspective. These items were labeled as AL1 to AL16. A sample item is “My leader openly shares his/her feelings with others”.

Social Identification:

The social identification scale is adopted from Mael and Ashforth (1992) the scale comprise six items. The scale was modified in light of current research perspective. These items were labeled as SI1 to SI6. A sample item is “When someone criticizes my branch, it feels like a personal insult”.

Personal Identification

The Personal identification scale is adopted from Mael and Ashforth (1992) the scale comprise six items. The scale was modified in light of current research perspective. These items were labeled as SI1 to SI6. A sample item is “My branch manager successes are my successes”.

Affective Commitment:

The Affective Commitment scale is adopted from Meyer & Allen (1991) the scale comprise eight items. The scale was modified in light of current research perspective. These items were labeled as AC1 to AC8. A sample item is “I would be very happy to spend the rest of my career with this organization”.

Analytical strategy:

For the data analysis we used AMOS and Statistical program for Social Sciences (SPSS). Confirmatory Factor Analysis (CFA) was used to check the validity of all measurement scale. CFA has been used in previous studies in the area of behavioral sciences such as (Pare & Tremblay, 2007; Zhang & agarwal, 2009).

I used Confirmatory factor analysis using the Structural Equation Modeling (SEM). SEM is an extension of the general liner model (GLM) that enables researchers to test a set of regression equation simultaneously, including latent variables. SEM can test the traditional models, but it also permits examination of more complex relationship and models, such as confirmatory factor analysis and time series analysis.

Measurement Validity and Reliability: CFA

Convergent validity is determined by the factor loading of items over the construct. Factor loading are interpreted as regression coefficient that estimate the direct effects of the factor on the indicator (Kline 2005).

The factor loading of all items of social identification, personal identification and affective commitment were retained as their respective factor loading is $\geq .50$. These items found to have significant contributions in development of their respective scale. The scale of Authentic Leadership have not been accepted with all items as the standard regression weights are less

than .50 such as AL1, AL2, AL3,AL6, AL7,AL11 and AL16. So we removed these items and performed the Model Fitness of Confirmatory factor Analysis again.

The model fitness ratios of CFA shows reasonably fit and can be used for testing of factor loading. Such as Normed chi-square (CMIN) is 597.436, Goodness of fit index (GFI) is .721, DF is 371, CMIN/DF is 1.610, Comparative fit index (CFI) is 0.855 and Root mean square error approximation (RMSEA) is 0.95.

All items have high loadings because estimates values are over 0.50. This shows high convergent validity of all the following items of their respective measures.

Reliability: Being reliable is all about being consistent of a measuring instrument. Internal consistency was measured through SPSS and Cronbach alpha Coefficient is mentioned in the following Table. When the value of Cronbach alpha is > 0.5 that shows the acceptable reliability of the data (Nunnally & Bernstein, 1978). All scales are reliable as the Cronbach alpha of eight (8) instruments are greater than 0.5.

Mean, Standard Deviation and Correlation among Variables.

Table 1 provides the information regarding correlation between all the constructs. Means and standard deviation of all constructs were calculated and then ran the correlation among the constructs. The following table shows the significant correlation among all the constructs at 0.01 significant levels. The weakest correlation between social identification and Authentic Leadership is 55.8% and the highest correlation between authentic leadership and affective commitment is 67.2%. We observed that the p-value among all the variable indicating 0.00. Between all the variables p-value (0.00) indicates positive correlation.

Table 1 Correlation among variables

Variables	Mean	Std. Deviation	AAC	AAL	API	ASI
AAC	3.6915	.66498	1			
AAL	3.5607	.54462	.672**	1		
API	3.8790	.63173	.594**	.665**	1	
ASI	3.7262	.71691	.605**	.558**	.613**	1

Hypothesis Testing

Structural equation modeling (SEM) is being used to check the effects of independent variables on dependent variables (Hair et al., 2008) that’s why SEM using AMOS 16 has been used in this study to test the hypotheses.

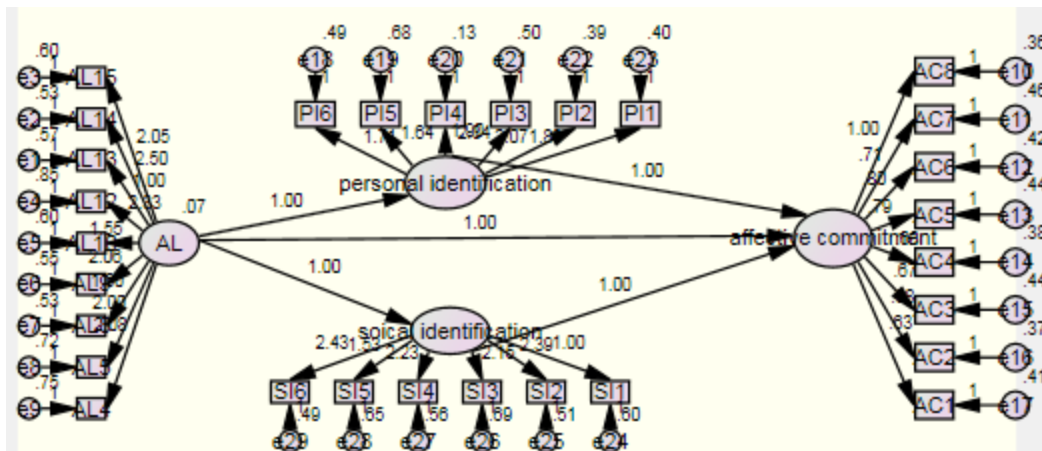
Structural Equation Model (Path Diagram):

In fig. 2 the model (A) shows the direct and indirect relationships/effects between authentic leadership as an independent variables; Whereas Social and Personal identification are considered as two mediators and one independent variable is followers’ affective commitment. Structural Equation model A was tested for hypothesis and for model fitness ratios. As revealed in the analysis the model fitness ratios are found to be up to the standard. For instance, CMIN is 850.799; Degree of Freedom (DF) is 379; and CMIN/DF is 2.245 that show not good model fitness as suggested by Carmines and McIver, (1981). The other model fitness indicators include Goodness of Fit Index (GFI) is 0.630; Normative Fit Index (NFI) is .569; and Comparative Fit Index (CFI) is 0.699. All of these ratios yield good model fitness as recommended by Bentler and Bonett (1980). The other model fitness ratio is Root Mean Square Error of Approximation (RMSEA) that is 0.10 this ratio also indicates the model fitness as Browne and Cudeck (1993). The Acceptance level of CMIN/DF should not be more than five (Pedhazur & Pedhazur-Schmelkin, 1991). Values of the indices of path diagram of the proposed model A for goodness of fit are given in the table 2 which shows the model A is fit and we can used it for data analysis.

Table 2 Fitness Ratio of Structural Equation Model 1

	CMIN	DF	CMIN/df	GFI	NFI	CFI	RMSEA)
	<u>850.799</u>	<u>379</u>	<u>2.24</u>	<u>0.630</u>	<u>0.569</u>	<u>0.699</u>	<u>0.10</u>

Figure 2 Structural Equation Model



SEM model A (Figure 2) regression estimates and significance level between the variables which show the direct relationship among variables are reflected in Table 3

Table 3 direct effects from Model A

Independent Variable	Mediating Variable	Dependent Variable	Regression Coefficient
Authentic Leadership	----	Affective commitment	0.333***
Authentic Leadership		Social identification	1.000***
Authentic Leadership		Personal identification	1.000***
Social identification		Affective commitment	0.333***
Personal identification		Affective commitment	0.333***

SEM model A (Figure 2) regression estimates and significance level between the variables which show the indirect relationship among variables are reflected in Table 4

Table 4 Indirect effects from Model A

Independent Variable	Mediating Variable	Dependent Variable	Regression Coefficient
Authentic Leadership	Social identification	Affective commitment	1.000*** 0.333***
Authentic Leadership	Personal identification	Affective commitment	1.000*** 0.333***

Result of Model A

There are five possible paths between the variables. These five paths represent the five hypotheses that were developed in our research model.

Direct effects:

The result reported that there are significant direct relationships/effects between authentic leadership styles with employee’s affective commitment. So the direct relationships/effects between the independent with dependent variable are significant in our model A.

The direct relationships/effects between authentic leadership with affective commitment is (0.333) is highly significant at (P<0.001). The direct relationship between authentic leadership

with social identification (1.000) and personal identification (1.000) are highly significant at ($P < 0.001$).

The direct relationships/effects between social identification with affective commitment is (0.333) is highly significant at ($P < 0.001$). The direct relationship between personal identification (0.333) is also highly significant at ($P < 0.001$).

Mediation Effects:

The mediation effect of personal and social identification between authentic leadership and follower affective commitment is described in this section.

In the relationship between the authentic leadership and affective commitment the mediation of social identification is 0.333 at significant level ($P < 0.001$) and personal identification mediation role is also 0.333 at significant level ($P < 0.001$). Its mean social and personal identification role as a mediator between the relationship of authentic leadership and affective commitment is equal

The results describe the mediation role of social and personal identification between the authentic leadership and affective commitment *as significant and positive*.

Hypothesis Decision:

The main objective of this study is to examine the relationship between the authentic leadership styles with follower's affective commitment through the mediation of social and personal identification. Using SEM we explore that this styles of leadership are the strong predictor of followers affective commitment directly and also through the mediation mechanism of social and personal identification

Our hypothesis "H3: **Authentic leadership is positively related to follower's affective organizational commitment.**" is accepted as regression coefficient value 0.333 at significant level ($p < 0.001$) shows in Table 10 the direct effect. The "H 4a: **Personal identification with leaders mediates the relationship between the authentic leadership and affective organization commitment**" and H 4b: "**Social identification with organization mediates the relationship between the authentic leadership and affective organization commitment**" is also accepted at significant level ($P < 0.001$) with regression coefficient value is (a) 0.333 and (b) 0.333 as shows in table 10 the indirect effect. The hypothesis "H1: **Authentic leadership is positively related to follower's personal identification with leaders**" is accepted at significant level ($P < 0.001$) with regression coefficient value is 1.00 as shows in table the direct effect.

Our hypothesis "H2: **Authentic leadership is positively related to follower's Social identification with group/organization**" is accepted as regression coefficient value 1.000 at significant level ($p < 0.001$) shows in Table the direct effect.

DISCUSSION

The main purpose of this study was to provide the evidence that social and personal identification are the mechanism through which authentic leadership differently impact followers' affective commitment. This study has many significant findings. Firstly, authentic

leadership has a significant positive relationship with personal identification with followers and social identification with organizational unit. It means that authentic leadership can influence their followers feeling of identification. However, many other factors can contribute such as leaders' personality traits and group composition. Prior literature also provides the evidence that transformational leadership has positive significant relationships with followers dependence and empowerment when they have the feeling of identification (Kark, Shamir, & Chen, 2003). Secondly, we didn't consider the other dimensions of organizational commitment such as normative and continuous commitment but there is strong direct relationship between authentic leadership and affective commitment. Prior literature also provide evidence that authentic leadership is positively related to followers' organizational commitment (Avolio, Gardner, et al., 2004). The mediating role of employees' personal identification with leaders and social identification with organizational unit equally play their role between authentic leadership and followers' affective commitment. Although there could be different factors such as emotion, optimism and trust on leader that can play their role between authentic leadership and affective commitment which is also needed to be explored in future research.

Practical Implications:

The results of our study recommend number of practical and managerial implications. Followers' social identification with work unit and personal identification with leaders does matter within an organization. The positive significant relationship of personal identification and social identification between authentic leadership and followers' organizational commitment illustrates that managers should build organizational identification among within their followers. The authentic leadership behavior such as *"self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency"* are the ways to enhance social and personal identification of followers and ultimately it will have effects on follower level of affective commitment. This study findings suggest that bank managers need to be trained to demonstrate authentic leadership behavior. Managers also need to behave as a role model to influence work place attitude. Finally the significant relationship between followers' outcomes and authentic leadership, organization could promote authentic leadership behavior among their managers to reduce the employees' turnover intention when they engage in the process of organizational identification and commitment.

Future Research Directions:

The future research can focus on cultural values as a moderator because authentic leadership and affective commitment both are based on values (Gardner, et al., 2005; Meyer & Allen, 1991). For future research, researchers can investigate this model by adding some other attitudinal outcomes like normative commitment and continuance commitment. Authentic leadership develops on the bases of leaders his /her values on self-awareness (Avolio, Gardner, et al., 2004), however different cultures represent different values and this study is based one

homogenous culture so in future, researcher can use cultural values as moderator between authentic leadership and follower affective commitment. In this study we have considered authentic leadership as a antecedent of social and personal identification however other types of leadership such as ethical, transformational and servant leadership are also positively related to organizational identification so in future researchers need to identify some more determinates of organizational identification nomological network.

Limitations:

The main limitation of this study was the convenience sample which is weakest form of sampling. This method is only recommended on the extreme circumstances (Kerlinger & Lee, 2000). There was a causal relationship identified between dependent and independent variables due to a structured questionnaire used in this study. Local language was not used in the questionnaire which may be a reason of misunderstanding the respondent. Cross-sectional design make the result of this study very limited so longitudinal design of research can validate the hypothesized relationships between variables. Common method variance was one of the limitation of this study as the data on dependent, independent and mediator's variable collected from the same source. This study could produce the better result if the data related to followers motivation could collected from leaders/branch manager and on other side authentic leadership characteristics needed to evaluate from followers. One of the limitation of this study was that we measured only one dimension of follower organizational commitment i.e. affective commitment as a collective construct although reaming two continuous and normative need to be measure.

Conclusion

Organizations always work hard to develop their employee's attitudes and behaviors to make them more productive. For this, they develop and streamline their system and procedures for better understanding to their employees. In prior research on leadership styles significantly contributed to explaining the leaders, behavior affect employee's attitudes. The objective of this study was to explore the authentic leadership relationships with followers' affective commitment in Pakistani context. This study shows the significant positive relationship between authentic leadership and followers' effective commitment in Pakistani context. This study considered authentic leadership is one of the ways to improve the follower's organizational commitment in Pakistani banking sector. This research shown that authentic leadership contributes to develop follower affective commitment on the bases of values and ethics.

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