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The Relationship of Authentic Leadership and Growth, Retention, and Productivity

Michael B. Horwitz

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The Relationship of Authentic Leadership and Growth, Retention, and Productivity

by
Michael B. Horwitz

An Applied Dissertation Submitted to the
Abraham S. Fischler College of Education
and School of Criminal Justice in Partial
Fulfillment of the Requirements for the
Degree of Doctor of Education

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Approval Page

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Statement of Original Work

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July 10, 2021

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Abstract

The Relationship of Authentic Leadership and Growth, Retention, and Productivity.
Michael B. Horwitz, 2021: Applied Dissertation, Nova Southeastern University,
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Keywords: authentic leadership, outcomes, independent contractor, real estate, gig
economy

Leadership has been heralded a critical component for the achievement of successful organizational outcomes. Recent financial, social, psychological, and environmental challenges that are being faced on a global scale have raised the call for new and effective leadership. Researchers and practitioners have expressed the need for the development of good leaders. Authentic leadership (AL) has been described as the root theory of all other forms of positive leadership and offers a way to describe and develop more effective leadership and drive veritable sustained superior performance.

Authentic leaders are proposed to have greater self-awareness and self-regulated positive behaviors, seeking to develop themselves, and, by modeling these behaviors, developing followers as well. One of the factors that affect effective leadership is the climate in which leadership takes place. When operating in a highly developed organization, AL is posited to effect organizational performance positively. There are also those who question the need for AL and whether it can be truly effective.

This quantitative study sought to answer these questions, in part, by comparing the leader's AL from the followers' perspectives to the specific organizational outcomes of growth, retention, and productivity. The setting for this study was 10 real estate offices located in south Florida. Data were collected using the ALIQ, summarized on an aggregated basis, and compared to the outcomes. The results of the study showed that all leaders were considered to have some AL, yet, they were inconclusive and indeterminate as to the relationship of AL with growth, retention, and productivity. Future research should be conducted, replicating this study across additional sites and over time.

This was the first study of this kind and developed a model for future studies on a larger scale and on a longitudinal basis. The study also provided a tool to measure leadership development training programs that purported to increase AL and the components thereof.

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Chapter 1: Introduction

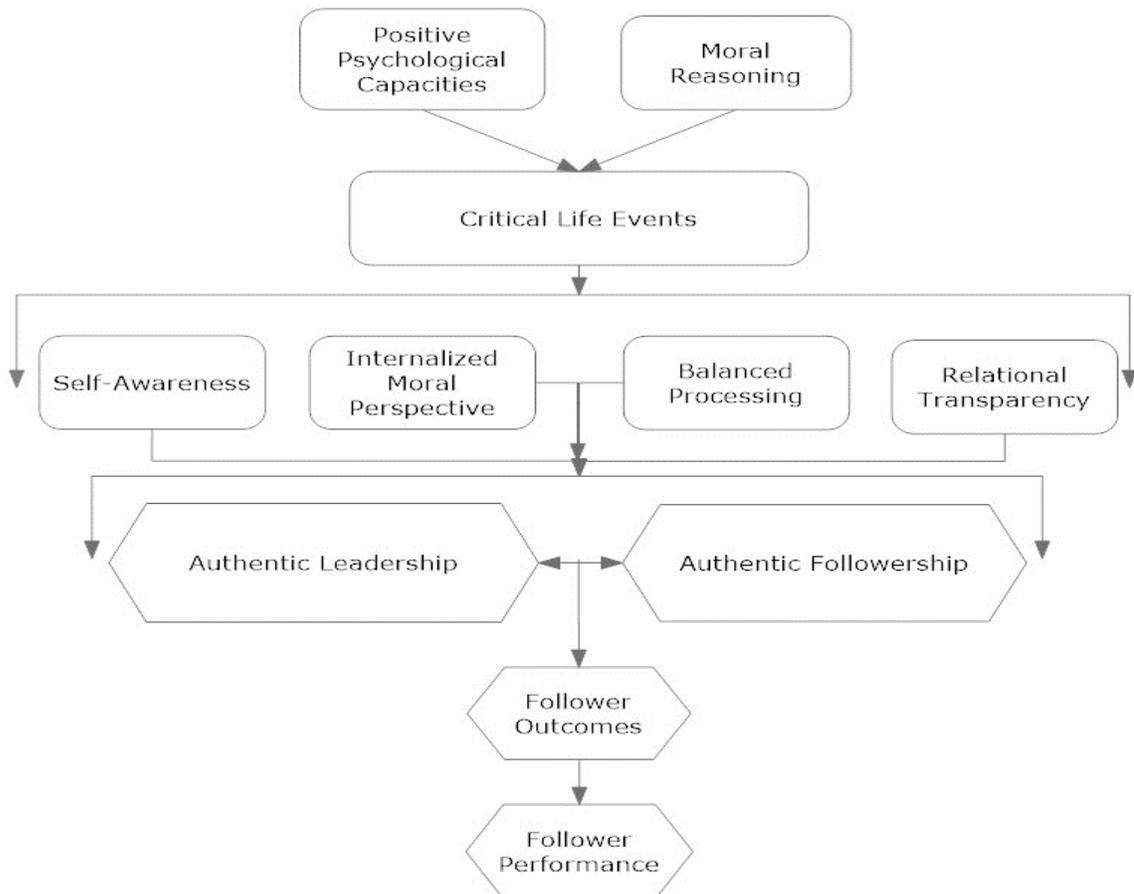
Statement of the Problem

Leadership has been described a major component of organizational success. Organizations have faced critical challenges resulting from the economic crises in the late 1990s, the dot com bubble in the early 2000s, the great recession in 2008, and the pandemic in 2020 that have impacted individuals and organizations on a global scale, making effective leadership development even more urgent. In today's knowledge economy where human capital is the competitive advantage and leadership is essential, there is an apparent lack of successful leadership. Worldwide, nonprofit, public, and private sector organizations have struggled to survive (Gardner et al., 2011; Moldoveanu & Narayandas, 2019). Hersey et al. (2008) asserted that leadership is ineffective that George et al. (2007) attributed, in part, to a lack of leader authenticity. Authentic leadership (AL) has been considered to be the root theory of all other positive leadership theories and contributes to positive organizational behaviors (POB) and successful organizational outcomes. The theory of AL was originally proposed by Luthans and Avolio (2003) to study POB and the relationships among leaders and followers. AL is described "as a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development" (Luthans & Avolio, 2003, p. 243). According to Avolio and Gardner (2005), scholars and practitioners have identified the need for more AL toward the creation of positive outcomes in organizations. Other leadership theories have developed without "focus on the essential core processes that result in the development of leadership" (Avolio & Gardner 2005, p. 317). AL provides the foundation of a

prescriptive model for the development of authentic leaders through the following four components: self-awareness (SA), internalized moral perspective (MP), balanced processing (BP), and relational transparency (RT; Walumbwa et al., 2008; see Figure 1).

Figure 1

Authentic Leadership Framework



Note. Figure adapted from Gardner et al. (2005) p. 346 and Northouse (2010) p. 217.

Organizations provide the context for the leadership interactions, and those that have outstanding leadership are posting significantly greater outcomes in results of operations, including revenue, net income, customer and employee satisfaction, retention, and owner value. It was posited by Gardner et al. (2005) that the outcome of AL is

veritable, sustained performance, which creates value over time.

The Topic

The topic of this study was AL. The ongoing economic, social, and environmental crises across the globe have again established the need for the development of good leaders, a topic that has received increasing interest by researchers and practitioners (Walumbwa et al., 2008). Theories of leadership are well-researched and reported throughout the literature with AL being one that has been identified with positive leader behaviors and organizational outcomes (Nohria & Khurana, 2010). This applied dissertation reports the results of a study that sought to ascertain the relationship of AL and the organizational outcomes of growth, retention, and productivity.

The Research Problem

AL has been considered to be an essential requirement for organizations to be successful in the global economy now and for the future, but Gardner et al. (2011) noted that there is little empirical evidence as to the “efficacy of the strategies for [AL]s development . . . which makes it difficult to assess the validity of the assertions regarding the positive effects of AL that are commonly advanced by its proponents” (p. 1120). This study addressed this deficiency, in part, and provided a model that researchers and practitioners could apply to assist in ascertaining whether AL and its component parts could affect particular organizational outcomes.

Background and Justification

The literature on this topic attempted to correlate the studies and writings on AL that have increased significantly in recent years (Margiadi & Wibowo, 2020) but has lacked a cohesive definition of AL, along with the attendant definitions of authenticity and authentic leaders (Gardner et al., 2011). Walumbwa et al. (2008) defined AL, which

was operationalized through the AL questionnaire (ALQ), as

a pattern of leader behavior that draws upon and promotes both positive psychological capabilities and a positive ethical climate to foster greater self-awareness, and internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development. (p. 94)

This definition had been adopted by the majority of the empirical studies conducted since its publication and was adopted for purposes of this study. In an effort to discern a clear definition of the theory, Gardner et al. (2011) undertook a literature review that identified 91 articles, seven of which were empirical studies, and summarized the articles, the nature of the study, methodology, writings, and definitions of AL and its components. The outcomes of the seven empirical studies were inconsistent and insufficient to support the theory of AL fully. Also lacking were proven interventions that increased leader authenticity, leading to AL, with corresponding improvements in organizational outcomes.

Furthering this research, Gill and Caza (2018) undertook an additional literature review of AL for the purpose of identifying quantitative studies linking AL to follower outcomes that identified 46 additional relevant studies that were added to the seven quantitative empirical studies articles that were identified by Gardner et al. (2011). Gill and Caza, then, categorized these results into the level of AL studied, either individual AL score or group average AL score. Gardner et al. and Gill and Caza identified the need to investigate further how authentic leaders influence followers and the correlation of AL with outcomes. This study sought to address that concern.

AL increases POB (Luthans & Avolio, 2003) and has been posited positively to

affect desired organizational outcomes such as sustainable human, social, financial, and psychological performance and growth. “Veritable sustained performance growth is genuine [ethical] organic growth with respect to the various metrics representing what we consider to be essential elements of organizational performance” (Gardner et al., 2005, p. 328). Growth in human capital was one of the metrics this study sought to measure. Training programs that increase authenticity and improve a leader’s ability are essential to improving leadership and, therefore, veritable and sustainable outcomes. Recent studies concluded that there were varieties of strategies that purported to improve the development of AL, but none clearly demonstrated that they achieved such results (Gardner et al., 2005). Gardner et al. (2011) identified certain areas for future research, including the development of a method to evaluate systematically training and development programs that purport to enhance leader authenticity. In order to develop and assess such training programs, it was first essential to understand how AL affects organizational outcomes. This study sought to address this question by assessing the leaders’ AL as perceived by their followers and comparing these results to the specific organizational outcomes of growth, retention, and productivity. Future studies should include developing a model to evaluate whether particular training interventions affect AL and its component parts and, thereby, organizational outcomes.

Deficiencies in the Evidence

The sheer number of journals, books, articles, and other writings indicated the broad interest in the topics of leaders and leadership. A search of Amazon.com revealed that over 100,000 books contained the term *leaders* (Amazon.com, Inc., 2018). A search of Journal Finder revealed 1,403 journals in which the publication title contained the words *leader*, *leaders*, or *leadership*. A search of ProQuest using a wildcard search

designed to return all instances of articles containing leader or a variation thereof returned a count of 3,036,794. A wildcard search of ProQuest for all possible combinations containing the terms *authentic* and *leader* returned 6,735 results with 2,197 published between 2000 and 2009, an additional 2,013 published from 2010 to 2019, and 132 published in 2020 and 2021. Limiting these results to peer-reviewed, full text items reduced the number of results to 606. Further refining this search to the combined search of terms *authentic leader* or *AL* resulted in 1,193 articles, 139 of which were peer reviewed. A revised search using the combined term *leader authenticity* identified 71 peer-reviewed articles (Nova Southeastern University, 2021). Given the importance ascribed to AL as described by Avolio and Gardner (2005) and Gardner et al. (2011) on performance and the effect on groups of followers (Gill & Caza, 2018) and the limited number of articles on this particular topic, the indication was a further need to investigate AL and, more specifically, evaluating the effect of AL on organizational outcomes and the need for leader development programs that positively impact leader authenticity.

Audience

This study was intended to provide empirical support for use by researchers and academicians as well as practitioners in the fields of leadership, training, and development. They could benefit from this study as a result of the development of a method to assess follower perceptions of AL and that connection to organizational outcomes.

Setting of the Study

The study took place across 10 franchised real estate offices located in south Florida that were part of a large national real estate brokerage franchise company. Each office was independently owned and led by an individual leader whose role was to recruit

new agents, develop existing agents, provide leadership to the real estate agents licensed with the particular office, schedule training courses and other activities held at the respective office, and drive the profitable operations of the office in line with franchisor standards and the owner.

Researcher's Role

The role that the researcher played in this organization was as an independent contractor in one of locations participating in the study. In this capacity, the researcher's job description was to work with buyers and sellers of real estate as well as coach real estate agents and help them to implement the models, systems, and tools provided and encourage the development of a mindset of success.

Definition of Terms

Leader is an individual who acts in relationship to others and "who makes suggestions . . . that are worthy of endorsement in being competent and ethically positive or neutral, the others endorse the suggestions and are thereby influenced by the would-be leader" (Kort, 2008, p. 424). In this study, the leader was the individual who was the office leader and had a position that interacted with the real estate agents employed by the organization and provided guidance, compliance, and technical support and was responsible for hiring and terminating agents. They were expected to act in accordance with the above, exercising plural actions in an ethical manner.

Leadership is defined as a process whereby an individual, the leader, proposes an action to others, the followers, that they accept as ethical and act on what the leader proposes toward a beneficial outcome (Kort, 2008).

Followers are the others who endorse and are influenced by the suggestions of the leaders in performing their actions (Kort, 2008) and are people who willingly seek and

accept direction, leadership, and guidance from another (Cooper, 2003). Further, the followers in this study were real estate agents who were knowledge workers, worked as nonstandard employees under contracts of choice as independent contractors, and were compensated purely by commissions received on closed transactions.

Authenticity is defined by Kernis (2003) as “reflecting the unobstructed operation of one’s true, or core, self in one’s daily enterprise [and] has at least four discernible components: awareness, unbiased processing, action, and relational orientation” (p. 13).

AL is described by Luthans and Avolio (2003) as a pattern of leader behavior that draws upon and promotes both positive psychological capabilities and a positive ethical climate to foster greater self-awareness, and internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development. (p. 243)

This definition incorporates leaders and followers and provides the context for the interaction in which leadership takes place.

Purposes of the Study

The purposes of this study were to assess the followers’ perceptions of the AL of the office leader and describe the relationship of AL on growth, retention, and productivity. The construct for this study was AL and its four components of SA, internalized MP, BP, and RT (Walumbwa et al., 2008).

Chapter 2: Literature Review

Introduction

The theory based on the problem of the lack of AL was grounded in the construct of AL. This construct was originally proposed by Luthans and Avolio (2003) as a point of departure for collaboration on POB (Seligman & Csikszentmihaly, 2000) and full-range leadership development working together to develop this new approach that became known as AL (Bass & Steidlmeier, 1999). The definition of authenticity for this purpose was a combination of “owning one’s personal experience [and] acting in accord with the true self” (Kernis & Goldman, 2006, p. 298). Luthans and Avolio (2003) stated,

We propose that the above meaning of authenticity best depicts the type of positive leadership needed in contemporary times, where the environment is dramatically changing, where the rules that have guided how we operate no longer work, and where the best leaders will be transparent with their intentions, having a seamless link between their espoused values, actions, and behaviors. (p. 242)

AL was proposed to represent the confluence of POB, transformational (high-end, full-range leadership) and an ethical and moral perspective taking (Luthans & Avolio, 2003). The construct of AL has been described by Luthans and Avolio (2003) as follows:

As a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development. . . . The authentic leader is confident, hopeful, optimistic, resilient, transparent, moral/ethical, future-oriented, and give[s] priority to developing associates to be leaders. The authentic leader is true to

him/herself and the exhibited behavior positively transforms or develops associates into leaders themselves. The authentic leader does not try to coerce or even rationally persuade associates, but rather the leader's authentic values, beliefs, and behaviors serve to model the development of the associates. (p.243)

In every generation, there has been a cry for better, more effective, and more trustworthy leadership. When initially proposed, the world was facing SARS, increasing terrorism, technological challenges, excessive market demands, and emerging global competition (Avolio & Gardner, 2005). In just a few short years later, the discussion shifted to corporate scandals; management malfeasance; and changes in the societal makeup in the public, private, and nonprofit sectors, again calling attention to AL. There were calls for greater accountability, transparency, and consistency between leaders' words and actions (Azanza et al., 2015). What was lacking was a tool to measure the dimensions proposed for AL, and, without a means to measure, holding someone accountable to the expectations is very difficult (Walumbwa et al., 2008). Facing a global pandemic was certainly no different. Bernstein (2020) recently devoted an entire special issue to the topic of leadership in a crisis to help practitioners address the ways that leaders can be effective in the world today. Social media have been alive with posts and feeds about leaders worldwide and with calls for leaders to act and address the challenges that the entities under their purview have been facing. In that current climate, there was a greater need for leadership in businesses, large and small; cities; states; and countries to help drive change and bring the world through a recovery from the global coronavirus pandemic, the recession resulting therefrom, and the widespread unemployment attendant thereto, along with the myriad of other challenges that occurs in the activities and interactions that take place daily. Getting businesses open and back on track, rebuilding

an economy, and creating a vision of what the new normal will be will require a new kind of leader who Avolio and Gardner (2005) proposed as one who will exhibit AL.

The progression from construct to theory is a three-stage process: (a) concept collaboration and elaboration, (b) concept evaluation and augmentation, and (c) concept consolidation and accommodation (Gardner et al., 2011). Since its inception, the construct has been expanded and new definitions offered, critical reviews have identified problems related to operationalizing the construct, and concerns have been raised about empirical findings. These challenges were indicative that the construct moved well into the first stage. It was the concerns raised regarding the validity of the instruments, challenges to the nature of the studies, generalizability of results, and questioning the need for AL that helped to shape and expand further the theory that has been operationalized through the use of several new and competing, yet similar, instruments such as the ALQ (Walumbwa et al., 2008); the AL Instrument (ALI; Neider & Schriesheim, 2011); and the instrument used in the development of this study, the AL Integrated Questionnaire (ALIQ; Levesque-Côté et al., 2018), which helped to move AL further into the second stage and maybe approaching the third stage.

In order to understand the state of the theory of AL more fully, the researcher started with the definitions of its component parts for the purposes of this study: leadership; authenticity; and the combined theoretical aspect of AL, along with the research that correlated the theory with the outcomes that AL is purported to drive.

Leadership

The topic of leadership has been thoroughly studied in the literature with thousands of possible definitions developed over the years. A search of Google Scholar (n.d.) using the term *leadership* returned 4,360,000 articles with the term anywhere in the

article and 305,000 articles with the term in the titles. This reflected the widespread interest in the topic of leadership, and, yet, there was no single definition of the term (Yukl, 1989). In its broadest definition, “leadership is influence--nothing more, nothing less” (Maxwell, 2007, p. xviii), and the person who had the greatest influence on how individuals’ workplace behaviors are impacted in the most dramatic way was their direct manager (Azanza et al., 2015; Kouzes & Posner, 2010). For purposes of this study, the definition of leadership was further expanded and defined as a process whereby an individual, the leader, proposed an action to others, the followers, that they accepted as ethical and acted on what the leader proposed toward a beneficial outcome (Kort, 2008). This required that there be some type of influential relationship between the leader and the follower, and, if there was ambivalence toward the leader, there was no potential for influence, and action was unlikely (Hersey & Campbell, 2004).

Leadership takes place in an organization as the interaction of leaders and followers, which provides context for AL. Organizational leadership has been defined as the process whereby the leader influences the follower to achieve the goals of the organization (Hersey et al., 2008). According to scholars (Avolio & Gardner, 2005) and practitioners (George et al., 2007), there has been a need for more AL, resulting in the creation of positive outcomes in organizations. Because organizational leadership occurs at multiple levels, there are direct managers at each level (Yammarino et al., 2008) who had to be concerned with how organizations develop (Walumbwa et al., 2008) in ways that allowed authentic leaders to have the appropriate influence to drive the positive organizational outcomes of AL as veritable, sustaining performance, and creating value over time (Hersey et al., 2008). In order for AL to thrive, it required a highly developed organizational context (Luthans & Avolio, 2003).

Authenticity

One of the challenges facing the broad acceptance of AL was the sheer number of definitions of authenticity. The earliest reference to authenticity was in Genesis when Abraham is told “lech lecha” in Hebrew, which translates as “go to yourself” (Kehot Publication Society, 2020) and, thus, began his journey to find himself; one that would shape the foundation of all of the world’s monotheistic religions. Socrates stated “that an unexamined life is not worth living [which] makes the examined life worth dying for” (as quoted in Anderson, 1967, p. 8) and, ultimately, asserted that this profound knowledge that comes about from this examination creates a sense of self and self-identify. Shakespeare wrote in Hamlet, “This above all, to thine own self be true, and it must follow, as the night the day, thou canst not then be false to any man” (Act 1, Scene 3, line 565, as quoted in George Mason University, 2020). These early roots incorporate “both owning one’s personal experiences and acting in accord with the true self” (Kernis & Goldman, 2006, p. 298) in line with the foundation established by Kernis (2003) and which has been a keystone study, reflecting the essence of authenticity stated most by researchers on the topic.

In a ground-up study across five domains, Kovacs (2019) stated, “While authenticity is in vogue, there is no consensus on exactly what authenticity means” (p. 32). According to Terry (1993),

We are authentic when we discern, seek, and live into truth, as persons in diverse communities and in the real world. What distinguishes leadership from other forms of action, including other forms of authentic actions, is that leadership calls forth the authentic action in the commons. The commons are those public places and spaces where leadership lives,

moves, and expresses itself. . . . We need authenticity in leadership to identify for us what is really going on. (p. 112)

Duignan and Bhindid (1997) described authenticity in leadership as having alignment with values, having action based on a moral and ethical foundation in life and work, acknowledging and accepting the whole self, and building authentic relationships. In an attempt to provide a model of how authenticity can be viewed, Lehman et al. (2019) described three lenses through which to describe authenticity: consistency, conformity, and connection. Authenticity as consistency represented the lens most closely related to the foundational definition in the development of the AL construct, which is described, in part, as “the unobstructed operation of one’s true, or core self” (Kernis & Goldman, 2006, p. 293) aligned with the psychological work on authenticity (Luthans & Avolio, 2003) and the theory of AL (Avolio & Gardner, 2005), which was the subject of this study.

Kovacs (2019) identified two possibilities that describe how authenticity was perceived by lay people versus trained researchers, differences in how people related to authenticity, and how this might vary across domains. To isolate authenticity as uncovered by Kovacs and applicable to this study, the people domain most closely related to how the study participants identified the managerial aspect of AL. Some of the key words used to describe authentic people included “honest, real, genuine, kind, trustful, sincere, and loyal” (Kovacs, 2019, p. 40). According to Terry (1993), authenticity is inclusive and allows

different units of analysis--a person, an organization, a society--as centers of authenticity while also permitting us to explore the authentic relationships among those entities . . . serves a comprehensive function in model building . . . broad yet concrete, theoretical yet practical, unifying yet open to diversity. (p. 127).

This description of authenticity supports the argument that AL occurs at multiple levels of an organization (Yammarino et al., 2008), creating a highly developed context for AL to thrive. Authenticity enables engagement, provides for self-correction by allowing leaders to test ideas and actions, provides direction through informing action, and establishes a foundation based on a universal ethic that embraces diversity (Terry, 1993). Authenticity is in the eye of the beholder, which exists on a continuum as more or less authentic and is situational and contextual.

AL

AL, as composed by authenticity and leadership, was originally conceived as a combination of Full Range Transformational Leadership, POB, and ethical/moral conduct (Bass & Steidlmeier, 1999). Initially, AL was not purported to be a theory of leadership nor a behavior but a particular way of being composed of the states of self-efficacy, hope, optimism, resilience, and self-awareness that exist on a continuum from fully authentic to completely inauthentic, and, because they are state-like, they are developable (Luthans & Avolio, 2003). Founded on authenticity as described by Kernis (2003) and POB, authentic leaders can be autocratic or participative and servant or transformational. When they exhibit AL, they are displaying themselves in a way that helps to engage followers, build trust, and encourage development in themselves and their associates (Azanza et al., 2015). It is this original description that has made the study and development of a single definition of AL difficult (Gardner et al., 2005).

AL has been described as the root theory of all other positive leadership theories, separate and apart from transformational, servant, charismatic, shared, and others, and was a relatively new field of leadership theory (Avolio & Gardner, 2005). In a scholarly study of leadership articles from 2000 to 2009, Gardner et al. (2010) analyzed the articles

published in *The Leadership Quarterly* during that decade and summarized the articles published based on leadership theories that were advanced. This summary listed ethical, servant, spiritual, and AL as a combined line item under the category of new directions described as “an eclectic mix of theories that emerged and/or rose in prominence during the last decade and share a common focus on the moral components of leadership” (Gardner et al., 2010, p. 937). It reflected a total of 682 articles published on the topic of leadership, 36 on this mix, with 16 published in 2005 in a special issue that came about as a result of the Gallup Leadership Institute convening of an ALI in 2004. In the prior decade, there were no articles published that were reported in this category (albeit this is a new addition) that indicated the prominence that this category and AL specifically gained over the time period of the study (Gardner et al., 2010). In a bibliometric study of AL, Margiadi and Wibowo (2020) identified 122 qualifying scholarly articles that were published between 1999 and 2018.

In the existing economic climate in the United States and throughout the world, along with the global environmental crisis, there was a “renewed focus in what constitutes genuine leadership” (Avolio & Gardner, 2005, p. 316). AL has been posited to develop leaders and followers in the context of the organization toward veritable and sustainable outcomes and purported to provide a prescriptive model for the development of authentic leaders through four components: SA, internalized MP, BP, and RT that, when developed in leaders, may answer the call for the leadership necessary in today’s organizations. According to Walumbwa et al. (2008),

Self-awareness refers to demonstrating how one derives and makes meaning of the world . . . showing an understanding of one’s strengths and weaknesses and the multifaceted nature of the self . . . cognizant of one’s impact on other people;

internalized moral perspective refers to an internalized and integrated form of self-regulation . . . guided by internal moral standards and values versus group, organizational, and societal pressures, and it results in decision making and behavior that is consistent with these internalized values; balanced processing refers to leaders who show that they objectively analyze all the relevant data before coming to a decision . . . solicit[ing] views that challenge their deeply held positions; and relational transparency refers to presenting one's authentic self (as opposed to fake or distorted self) to others. Such behavior promotes trust through disclosures that involve openly sharing information and expressions of one's true thoughts and feelings while trying to minimize displays of inappropriate emotions. (pp. 95-96)

These four domains remained constant across the vast majority of the studies conducted on AL and were the foundation of the three instruments of ALQ, ALI, and ALIQ used to quantify and operationalize the theory (Levesque-Côté et al., 2018). They must be correlated, have discriminant validity to justify summing, and should make a unique contribution to the construct (Walumbwa et al., 2008).

Much of the quantitative analysis of AL was performed using the ALQ, which had varying results in regard to the validity and reliability of the four-dimensional, first-order, and higher order theory of AL. This caused some researchers to take issue with the validity of the ALQ, including Neider and Schriesheim (2011) who developed the ALI as an answer to the concerns raised as to the statistical validity of the ALQ.

An article published by some of the members of the cohort who developed the ALQ questioned the validity of the original instrument, giving credibility to the ALI, and confirming, in part, what other researchers had stated, suggesting that further study be

given to the development of an instrument to measure AL and its domains better (Avolio et al., 2018). Given the ongoing concerns expressed by some researchers in the further study of AL and in the overlap of some of the dimensions of AL and the inability to ascribe results of AL to specific organizational outcomes, Levesque-Côté et al. (2018) performed an analysis of the ALQ and the ALI to assess the validity and reliability of both instruments at the higher order and first-order level using exploratory structural equation modeling (ESEM) analysis. The results of that study showed a substantial overlap of the items describing the components of each domain in the ALQ and the ALI with several being associated with a domain other than the one they were developed to measure. The outcome of that research was a combined instrument that retained the four dimensions of the theory and used some of the items from each of the prior instruments, the ALQ and the ALI, resulting in the ALIQ with a total of 14 items (three for SA, three for BP, four for MP, and four for RT), each loading onto the item that they were intended to measure and reflecting high internal consistency and reliability of the first-order measures as well as the higher order measure of AL. The ALIQ is the instrument that has been adopted for the instant study.

One of the early references to AL was Bass and Steidlmeier's (1999) extensive analysis of transformational leadership and its moral and ethical components. They concluded that authentic transformational leadership rested on a foundation of legitimate values, that transformational leadership otherwise was pseudotransformational, and that leaders were more authentic than inauthentic in terms of the four components of transformational leadership: charisma, inspirational motivation, intellectual stimulation, and individualized consideration with a common thread that they were "characterized by high moral and ethical standards" (Bass & Steidlmeier, 1999, p. 191). The moral aspects

were revealed in authenticity, integrity, truthfulness, credibility, and the single most important aspect of trust (Kouzes & Posner, 2010). Bass and Steidlmeier (1999) concluded that “there is no one best way to lead” (p. 206). This was echoed by Hersey and Campbell (2004) that followers were more satisfied with participative and consultative leaders, which were some of the behaviors that might be exhibited by authentic leaders who were able to deliver better the behaviors that were appropriate for the situation and the context (Azanza et al., 2015).

Building on Bass and Steidlmeier (1999) and Seligman’s work on positive psychology (as cited in Seligman & Csikszentmihaly, 2000), Luthans and Avolio (2003) provided a definition of AL and developed a process model that depicted how AL comes about. Luthans and Avolio (2003) asserted that the combination of POB; authentic transformational leadership, also described as high-end full range leadership; and an ethical and moral mindset best represented AL. Luthans and Avolio (2003) defined “authentic leadership in organizations as a process that draws from both positive psychological capacities and a highly developed organizational context, which results in greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development” (p. 243) of leaders and followers. The state-like being of an authentic leader is “confident, hopeful, optimistic, resilient, transparent, moral/ethical, future oriented, and gives priority to developing associates to be leaders” (Luthans & Avolio, 2003, p. 243). The model of AL is grounded in the assumption that AL traits and characteristics are state-like and can be developed. The organization provides the context in which the leadership takes place and is where its development occurs. Authentic leaders are true to themselves, and, by modeling these behaviors, authentic leaders influence associates’ development into leaders themselves.

In a global crisis, AL is essential, and organizations that cultivate a culture and context of developing strengths-based leaders who are able to see the greater good are more likely to have sustainable positive outcomes.

Concurrent with the work of Luthans and Avolio (2003), George (2003) described AL from a practitioner viewpoint in that character is the foundation of authenticity. James (as quoted in George, 2003) wrote a “particular mental or moral attitude in which, when it came upon him, he felt most deeply and intensively active and alive” (p. xvi) and represents the authentic self. George bemoaned the level of misconduct of leaders and their drive to achieve short-term results as opposed to long-term value as a driver for inappropriate conduct and greed. A 2002 poll by Time-CNN (as cited in George, 2003) revealed that 72% of the people surveyed rated top chief executive officers as fair or poor on moral and ethical standards with a premium placed on earning a profit (Hersey, 2012), and because “everything rises and falls on leadership” (Maxwell, 2007, p. 267), it is incumbent upon leaders to create the climate for good leadership. George et al. (2007) conducted interviews with 125 leaders who discussed their life stories and described their encounters, the journeys they experienced, and the extreme challenges they faced. Because of these events, their authentic selves were revealed. These self-investigations, journeys, and examinations have been described as trigger events, which Bennis and Thomas (2002) identified as crucible experiences that uncover who we are and create transformation. Crucibles may be positive in nature or come about as a result of catastrophic experiences. The outcome of these trigger events was that the essential nature of the individual was changed; a new paradigm resulted; and, over time, these trigger events helped shape them into good leaders (George et al., 2007).

Gardner and Schermerhorn (2004) addressed AL and its correlation to POB from

an academic perspective, focusing on “a basic building block of organizational performance--the individual contributor” (p. 271), and suggested that it was incumbent upon leaders to work to develop themselves and their followers, enhancing strengths and positive attributes, thereby, improving organizational outcomes. In this context, self-awareness was described as knowing oneself, values, beliefs, strengths, and weaknesses and self-regulation as the ability to control internal emotions and responses to external influences, which were considered to be key components of leader authenticity. These psychological capabilities represented the foundation of POB (Luthans & Avolio, 2009) and psychological capital (Luthans et al., 2010) and its four domains of hope, optimism, resilience, and self-efficacy, which have been considered to be essential attributes of authentic leaders. Authentic leaders engaged in a path of continual learning to improve themselves constantly and sought to help others to learn and grow as a result. According to George (2003), “The medium for developing into an authentic leader is not the destination but the journey itself--a journey to find your true self and the purpose of your life’s work” (p. 27). Gardner and Schermerhorn (2004) asserted that leaders were the sum of the experiences they have had throughout their lives and that positive and negative critical life events, over time, contributed to leadership development. By having undertaken this journey and growing in their authenticity and the attendant behaviors, leaders influenced higher organizational outcomes. In turbulent times, authentic leaders helped their followers to engage in resilient behaviors that enabled them to recover from adversity and thrive in the face of these challenges.

Shamir and Eilam (2005) suggested that “leaders are authentic to the extent that they act and justify their actions on the basis of the meaning system provided by their life-stories” (p. 396). These stories played a central role in the development of authentic

leaders. They asserted that personal viewpoints provided clarity around values and convictions and that the use of trigger events might have been effective for leader development. Critical life events (Northouse, 2010) have been considered a condition antecedent for the development of authentic leaders (Gardner et al., 2005), and how this integrated into the AL development process was essential to understanding AL. Shamir and Eilam propounded definitions for and clarification of the terms *authentic leaders* and *AL* around which they built a model with definitions of certain characteristics and attributes. Authentic leaders could be distinguished from less authentic or inauthentic leaders by the following four self-related characteristics: (a) the degree of person-role merger, (b) the level of self-concept clarity and the extent to which this clarity centered around strongly held values and convictions, (c) the extent to which their goals were self-concordant, and (d) the degree to which their behavior was consistent with their self-concept.

Shamir and Eilam (2005) were careful to note that, in this model, there was no discussion of leadership style nor did they describe appropriate morals or convictions beyond the definition of authenticity. One of the tools suggested to uncover a person's AL was an assessment described as the reflective best self that obtains descriptions of when people were at their best in terms of other people in their lives. This approach used positive jolts that have occurred to help leaders discover their strengths. The use of role models in stories was another technique that was suggested as being effective because people have been affected by others in their lives who served as role models. Although the research on the use of life stories was limited and "virtually nonexistent for the topic of AL, there are significant opportunities for additional research in this area to help leaders uncover hidden strengths as part of their AL" (Shamir & Eilam, 2005, pp. 412-

413).

The lead article in *The Leadership Quarterly* special issue on AL resulted from the Gallup Leadership Institute Summit held in June 2004. It was held for the purpose of providing a forum for scholars and practitioners to discuss the emerging theory of AL. Avolio and Gardner (2005) presented the foundation of the AL theory, which has been identified as “the root construct underlying all positive forms of leadership and its development” (p. 316), distinguishing the differing components of charismatic, transformational, spiritual, and servant leadership from AL. In explicating the construct of AL, it was noted that the models relied heavily on Kernis’ (2003) work on optimal self-esteem, which has become the foundation of the current definition of AL. Kernis’ definition of the construct of authenticity has been stated as one of the early works in this area contributing to the foundation of the psychological aspect of the theory of AL. In this study, Kernis’ objectives were to differentiate optimal and high self-esteem and “present a conceptualization of the construct of authenticity and describe several of its central components” (p. 1). Kernis defined authenticity as “reflecting the unobstructed operation of one’s true, or core, self in one’s daily enterprise [and] has at least four discernible components: awareness, unbiased processing, action, and relational orientation” (p. 13). Kernis attributed the definition of authenticity to the previous work of Rogers’ conceptualization of fully functioning individuals who possess certain characteristics. Kernis and Goldman (2006) operationalized authenticity through the Authenticity Inventory AU3 instrument to assess the components of authenticity as a higher order measure. This work represented the first stage in the development of the AL theory (Gardner et al., 2011).

Kernis and Goldman’s (2006) definition of authenticity, which evolved from their

work on optimal and durable self-esteem (Kernis, 2003), was described as “acting in accord with one’s true self [and having] functional flexibility in dealing with life situations” (p. 298) in their daily pursuits. This definition was further composed of the following four domains: awareness, unbiased processing, behavior, and relational orientation. Awareness referred to “possessing and being motivated to increase knowledge of, and trust in, one’s motives, feelings, desires, and self-relevant cognitions” (Kernis & Goldman, 2006, p. 294). Unbiased processing as the “objectivity with respect to one’s positive and negative self-aspects, emotions, and other internal experiences, information, and private knowledge” (Kernis & Goldman, 2006, p. 296). Behavior “involves behaving in accord with one’s values, preferences, and needs as opposed to acting ‘falsely’ merely to please others or to attain rewards or avoid punishments” (Kernis & Goldman, 2006, p. 298). Relational orientation “involves valuing and striving for openness, sincerity, and truthfulness in one’s close relationships” (Kernis & Goldman, 2006, p. 300). It was this foundational work that became the bedrock of the definition of AL used by Luthans and Avolio (2003) in the development of the AL construct and led Walumbwa et al. (2008) to develop the ALQ to operationalize the theory. Walumbwa et al. noted three primary reasons for selecting this construct: It was based on the social science and research, rather than inductive reasoning; it recognized the role of a moral perspective; and being state-like made it possible to develop leaders and followers.

The four components of authenticity provided the mapping for the “emerging theoretical territory for authentic leadership research” (Avolio & Gardner, 2005, p. 322). In this construct, the follower and the organization, in addition to the leader, were incorporated to provide context for the theory. Because the foundation of AL was based on positive organizational behavior, later described as positive individual behavior

(Yammarino et al., 2008), Avolio and Gardner (2005) concluded that there was a need to assess relationships in regard to self-awareness and the effect of “positive psychological capital . . . on followers and their mediating effects” (p. 334) on sustained performance. Further, there have been calls to assess the outcomes as they relate to organizational context and sustainable performance. AL has been shown to have direct effects on organization performance (Khan, 2010); work role performance (Leroy et al., 2012); trust (Bird et al., 2009); engagement and satisfaction with supervisors (Liu et al., 2018); and job satisfaction, organization commitment, and happiness (Jensen & Luthans, 2006) and was inversely related to turnover intention (Azanza et al., 2015).

Gardner et al. (2005) propounded a conceptual framework (see Figure 1) expanded from Luthans and Avolio (2003) original construct in order to extend the theory. This expanded model included followers and incorporated the original foundational construct of relationships and context. The definitions of the construct as used in this framework varied from Shamir and Eilam (2005) with the inclusion of positive moral perspectives. Gardner et al.’s (2005) model incorporated the four components identified by Kernis (2003) but described them as self-awareness and self-regulations components. Within SA, there were four components: values, integrity, emotions, and motives and goals. Within self-regulation, there were an additional four components: internalized regulation, BP, RT, and authentic behavior. The latter composed the core of AL. This model identified personal history and trigger events as antecedents to AL and incorporated the context of the organization to describe the positive modeling by a leader on follower authenticity. The result of the model was twofold: follower outcomes of trust, engagement, and workplace well-being and follower performance that is veritable and sustainable.

Walumbwa et al. (2008) summarized an overview of AL; offered a revised definition of AL; and discussed three studies that were designed to define, measure, and provide evidence of the validity of the construct operationally. To accomplish this, the researchers defined the following three objectives: (a) build the case for a theory-based questionnaire, the ALQ; (b) use a four-factor AL construct to predict organizational outcomes; and (c) examine the extent to which AL contributes to satisfaction and performance of followers. In Study 1, the authors used the four components of AL identified by Avolio and Gardner (2005) to develop an assessment that, after validation and testing, contained 16 items. Walumbwa et al. performed statistical validations using two independent samples from the United States and the Peoples Republic of China. It should be noted that inclusion of more than one country reduced the variable of cultural differences in assessing the validity of the instrument. Overall, the results indicated a generally good fit for the 16 items although some more and some less. Further, the authors noted that three of four factors were not truly independent, an area that requires further study and evaluation.

The purpose of Study 2 was to provide additional evidence of construct validity and examine the psychometric properties. The authors compared authentic, ethical, and transformational leadership and their impact on follower work outcomes. The results of this study reflected some overlap among three leadership theories. Data were collected using two independent samples from a U.S. university using the ALQ. Data were also collected using the Multifactor Leadership Questionnaire to identify leadership variables. Other scales were used to test for organizational citizenship behavior, organizational commitment, and satisfaction with supervisors. The results of Study 2 indicated that ethical and transformational leadership were positively and significantly correlated to

AL, which provided support for the validity of the construct.

In Study 3, the researchers collected data from participants in Kenya using the ALQ and other scales designed to assess the correlation between AL and follower job satisfaction and job performance. After controlling for organizational climate, the results indicated a good fit for the correlation of AL with satisfaction and performance. As a result, it was proposed that the ALQ represented a theory-driven, higher order measure that had validity and reliability and provided future researchers with a method of assessing AL (Walumbwa et al., 2008).

Gardner et al. (2011) conducted an extensive review of the literature on AL. The problem noted was the lack of empirical research on AL as well as the confusing lack of specificity as to what constituted AL, contributing to the difficulty in assessing AL and its relationship on organizational outcomes. The purpose of this study was to review the literature and clarify the construct of AL. The specific objectives noted by Gardner et al. (2011) were sixfold:

- (1) provide a historical overview of the construct of authenticity;
- (2) discuss the underpinnings and milestones in the emergence and refinement of AL theory;
- (3) describe the content analysis methodology employed to codify the various theoretical perspectives, research methods, and findings reflected in the literature;
- (4) present our findings regarding the underlying theoretical foundation for AL;
- (5) review the available empirical research on AL, focusing attention on the measurement of the construct and mapping out the nomological network; and
- (6) recommend future directions for the study and practice of AL. (p. 1121)

To accomplish these objectives, a search of the EBSCOhost databases using

keywords that have been identified with AL, including *authenticity* paired with *leader*, *leadership*, and *follower* as well as the term *AL*, was conducted. References were searched in the articles identified as a result of the first search and a call for papers issued. Conference papers, dissertations, and working papers were not included in the study. The search covering the time period ending December 31, 2010, resulted in 91 papers in the final sample, seven of which were quantitative studies (Gardner et al., 2011).

After the articles were identified, they were coded “into three primary types: theoretical, empirical, and practitioner” (Gardner et al., 2011, p. 1125). Using the previous coding scheme, quantitative and qualitative articles were categorized and cross-checked for validity. Gardner et al. (2011) applied the following three-stage framework to interpret the results: “concept and introduction, concept evaluation and augmentation, and concept consolidation and accommodation” (p. 1126). This first stage is preliminary and “findings are presented as evidence that the construct is genuine” (Gardner et al., 2011, p. 1126). The second stage is related to operationalizing the construct, and problems associated with definitions surface. In the third stage, meta-analytic studies are conducted and generally accepted definitions develop. Based this research, it was asserted that AL was within the first stage with some articles appearing to move toward the second stage. A detailed analysis of the 91 articles, including a variety of tables summarizing the research by time, author, category, and others, was provided. This research study summarized the current state of AL and provided recommendations for future research, including the need for a multilevel analysis of the construct and research on more diverse populations (Gardner et al., 2011). One of the additional concerns identified by Gardner et al. was the need to provide assessments to quantify the results of AL development

efforts that were lacking.

Neider and Schriesheim (2011) developed a new assessment seeking to refine the research on AL further and address some specific concerns identified in the ALQ with a goal of providing an additional method for evaluating the efficacy of leader development and AL. Neider and Schriesheim conducted an assessment of the ALQ developed by Walumbwa et al. (2008) and, based on a quantitative analysis of the instrument and the overlap of the items within the four domains of AL, propounded a new assessment tool, the ALI. Neider and Schriesheim identified concerns with the validity and reliability of the ALQ and “a closer look at the ALQ may be warranted” (p. 1147). Avolio et al. (2018) revisited the original study reported by Walumbwa et al. and confirmed the findings regarding the overlap of the domains. The purposes of the Neider and Schriesheim study were to provide an alternative measure of AL, employ a more rigorous assessment process that addressed some of the concerns with the ALQ, and compare AL with transformational leadership to define the construct further. As part of the last objective, the Neider and Schriesheim examined the relationship with several dependent variables, job satisfaction, supervision satisfaction, and organizational commitment. The study, a multipart assessment, used the framework and definitions of AL described by Walumbwa et al. to assess and validate 16 items developed by Neider and Schriesheim and to test the reliability and structure of the assessment. To preserve the fidelity with the ALQ, Neider and Schriesheim incorporated several of the items in the ALQ. The study, which resulted in the ALI, described AL as a higher order and second-order model, depending on the situation (Neider & Schriesheim, 2011).

Banks et al. (2016) conducted a meta-analytic review of AL and transformational leadership in an effort to discern whether AL was distinct. The findings reflected that a

significant overlap of the two theories existed in the following four of six performance-related outcomes: task performance, leader effectiveness, follower job satisfaction, and satisfaction with leader. AL was more directly correlated to organizational citizenship behavior and increased group and organizational performance and was negatively correlated to intention to turnover, which were two of the metrics assessed in the study. The findings were not surprising, given that the foundation of AL was based on full-range transformational leadership. One of the criticisms noted by Banks et al. was the overlap of the items in the ALQ and the ALI that indicated a lack of discriminant validity. The ALIQ was intended to address this concern (Levesque-Côté et al., 2018). Banks et al. proposed that an area of further study should be based on an analysis of the ethical behaviors of today's leaders to discriminate between the two theories because the initial call for AL was to address unethical leader behaviors and suggested further that additional emphasis should be placed on follower development. Azanza et al. (2015) had similar findings with the overlap of the two theories and suggested that the focus of AL in creating relationships with and developing followers was more within the domain of AL.

A retraction to a paper that reported on a study of AL and follower performance, based on the ALQ, noted that methodologists could not replicate the data in the original paper, which were inconsistent and raised doubts as to "the validity of the research and the conclusions drawn" (Peterson et al., 2014, p. 1183) and further supported the need for a new instrument. Avolio et al. (2018) described concerns about the ALQ and its veracity although it has been the primary instrument used by researchers in applying the construct of AL toward the validation of the theory and deferred to Neider and Schriesheim (2011) who developed the revised ALI instrument and stated, "These authors [Neider and Schriesheim] conducted extensive item analysis and published a new scale . . . [that]

provided consistent support for the multicomponent theory of authentic leadership and offered additional validation evidence for its measurement” (p. 406).

Recently, the statistical validity of the ALQ and the ALI was questioned. Levesque-Côté et al. (2018) expanded the research conducted by Walumbwa et al. (2008), the authors of the ALQ, and Neider and Schriesheim (2011), the authors of the ALI, in an effort to understand and describe further the multidimensional aspect of AL and through the use of ESEM. Levesque-Côté et al. evaluated the instruments that were previously used to measure AL, the ALQ and the ALI, and uncovered a number of overlaps in the subscales of the ALQ and the ALI. Through the ESEM framework, a new instrument, the ALIQ, was developed. This instrument showed high levels of reliability and consistency and further supported AL as a multidimensional construct. Levesque-Côté et al. described the results of this study as “support[ing] the multifactor structure of AL, which in our study can be represented both as four first-order factors and as a higher-order construct” (p. 624) and can be used to present a global AL score or separate scores for each of the dimensions of AL. It was noted that most outcome relations occurred at the higher order level and that future research should focus on the higher order analysis or with comparisons in the first-order items in a systematic manner. In the instant study, the higher order measure was used to assess the followers’ perspectives of the leaders’ AL. Further, research will be necessary to determine the validity of the four factors and their individual relationship to the outcomes of AL. The study by Levesque-Côté et al. described a model that might answer that need.

Yammarino et al. (2008) assessed AL and POB across levels within an organization in an effort to integrate fully these two related concepts in a meso, multilevel approach. The AL literature was coded to ascertain the level in which this

work resided because the literature on AL implied it was multilevel in nature. To accomplish the study, levels-of-analysis content coding of published articles on AL was conducted using previous articles on multilevel leadership to show the conceptual perspective. The implications of this approach were discussed, and the framework was tested. Twenty-three conceptual research papers and four empirical publications were included in the study. Of 23 papers, 10 of the conceptual papers addressed AL at the individual level although the theory in those studies identified AL as a multilevel construct. Two of four empirical studies addressed the individual, which was important to note because the AL construct asserts that veritable and sustainable outcomes are at the organizational level (Gardner et al., 2005). Yammarino et al. linked POB with AL in a multilevel framework and posited that performance was affected by AL and POB within individual, group, team, and organizational levels as well as across levels with positive linkages (Gill & Caza, 2018). This study indicated the need to take a whole approach to AL development and to test these concepts using multilevel research. Olckers et al. (2020) found that AL reduced followers' intention to quit and increased psychological ownership, a feeling of ownership toward the organization, both of which had a positive effect on organizational citizenship behaviors that has been shown to contribute to organizational success. For purposes of the study contemplated herein, AL and the attendant outcomes were measured at the organizational level. Future studies comparing the individual outcomes to their perspectives of the team leaders' AL might yield illuminating information regarding the impact of AL on the individual.

The literature on the topic of AL has been primarily foundational toward developing and expanding the construct of AL with few empirical studies designed to measure the outcomes of leadership development programs. The foundation of AL was

propounded by Luthans and Avolio (2003) based on Kernis (2003) definition of authenticity and has been expanded (Gardner et al., 2005) and refined (Walumbwa et al., 2008) over time. Gardner et al. (2011) conducted a comprehensive literature review that depicted the various definitions of AL up to that point and provided an updated definition of AL. Gill and Caza (2018) conducted a further study updating the research from that of Gardner et al. (2011) through 2014 and found that there was still some ambiguity around what constituted AL and strategies for its development.

Several of the articles included herein provided frameworks and models that provided guidance for scholars and practitioners to implement AL and the study thereof (Avolio et al., 2004; Gardner et al., 2005; Luthans & Avolio, 2003). A concern stated by more than one researcher was that there were relatively few tools for measuring AL and, without such measures, holding leaders accountable would be very difficult (Avolio & Gardner, 2005; Luthans et al., 2010).

There were some who have taken exception to the theory of AL and whether it was needed at all, asserting that the definition includes the outcomes that it was seeking to identify and was circular (Iszatt-White et al., 2019). Using conversational analysis, Larsson et al. (2021) suggested that AL took place as a “collective and collaborative achievement, which can neither simply be attributed to the leader nor can the leader’s actions alone lead to follower outcomes” (p. 1).

AL was a result of the situation and the context in which the interaction occurred as a result of alignment and affiliation with the leader. All of the researchers noted that AL was in its early stage of development and that further research was necessary in the area of assessing the efficacy of leadership; programs that purported to develop AL; and its anticipated positive effects on leaders, followers, and organizations (Gardner et al.,

2011).

Authentic Followership

Followers were central to the concept of AL, and their development has been a key component and true test of AL (Gardner et al., 2005). Authentic leaders encouraged hope and provided a pathway for followers to achieve growth and career advancement, giving their followers a voice and creating a sense of ownership in the organization (Woolley et al., 2011). Followership describes the relationship where the follower takes an active role in the leader-follower relationship. According to Leroy et al. (2015), “Authentic followership describes the process by which followers approach their work-related tasks and relationships with a sense of ownership, openness, and nondefensiveness to foster more autonomous work motivation” (p. 1680). Avolio et al. (2004) stated,

Authentic leaders act in accordance with deep personal values and convictions, to build credibility and win the respect and trust of followers by encouraging diverse viewpoints building networks of collaborative relationships with followers . . . which over time may become the basis for the organization’s culture. (p. 806)

By exhibiting these behaviors, leaders connected with their followers who identified with their leaders and adopted these behaviors for themselves and, thereby, became authentic. According to Avolio et al. (2004), “In a truly authentic relationship, we believe the leader will understand the follower...helping the follower to grow” (p. 817). Commensurability in the dyadic relationship between leaders and followers who exhibited these behaviors lead to increased levels of intimacy and trust that have been related to the organizational outcomes of satisfaction, commitment, reductions in intention to quit, and performance. When followers believed in their leader’s ability,

integrity, and benevolence, they did not feel a need to protect a fragile ego, were less likely to experience frustration, and were more trusting and willing to engage in risk-taking behaviors (Avolio et al., 2004; Leroy et al., 2015). The opposite was also true; when followers perceived their leader as lacking in these characteristics, they were more likely to leave. Organizational power, politics, structure, culture, and climate were integral, and all played a role in the process. They created the context, which was how culture and climate showed up. This may or may not have been under the control of the leader. In addition to the direct relationship with the supervisor, a feeling of belongingness, professional development opportunities, and recognition have been correlated to employee turnover, and, when an employee left, they took their knowledge, skills, and expertise with them and, thus, might have had a direct effect on an organization's competitive advantage (Coward & Johnson, 2019).

Nonstandard Employees

The participants in this study were licensed real estate professionals who were classified as independent contractors and were further described as knowledge workers who were working under contracts of choice, seeking boundaryless and protean careers (Sullivan & Arthur, 2006). This career provided a very high degree of flexibility in when, where, and how these agents performed their activities in pursuit of their business. As a result of the COVID-19 pandemic, there has been a further shift in the way people work. What was once predominantly office based and face-to-face became a remote work-from-home (WFH) model, which could likely have triggered an increase in people who chose to WFH and might have given rise to a new type of employee positioned somewhere between the traditional employee and a nonstandard employee. On November 3, 2020, the voters of California affirmed Proposition 22, which gave companies such as Uber,

Lyft, and DoorDash the right to continue to classify current employees and hire new employees as independent contractors contrary to a move by the California legislature to limit the organizations' ability to do so in Assembly Bill 5. This attestation by the voters of California supported hiring such employees as independent contractors (California Secretary of State, 2020) and set a precedent that might have helped to shape the gig economy across the United States. The blend of nonstandard and nontraditional employment, described as the gig economy, may grow at a rate faster than previously predicted (Horney, 2016).

The research supported the notion that the most impactful leader relationship was the followers' direct supervisor, and it was this relationship that had the greatest impact on the associates' growth, job performance, engagement and connection to the organization, and intention to stay (Azanza et al., 2015) and created veritable, sustainable organizational outcomes. This relationship could be different in the new WFH and gig economy and is going to require a different type of leadership. This study was the first one of its kind that assessed the followers' perceptions of the leader from the perspective of a nonstandard employee who was an independent contractor and measured at the group level to assess the relationship of leadership and organizational outcomes.

Organizational Outcomes

The desired effect of organizational leadership has been described as meeting the objectives of the relevant stakeholders of the entity (Hersey et al., 2008), and one of the proposed outcomes of AL in highly developed organizations has been veritable, sustained, and superior performance. The research surrounding AL has focused on mediators and moderators and indirect outcomes from AL. None have studied the potential correlation of a direct effect of AL on the metrics that management has used to

make key decisions in the new and emerging human capital economy.

The instant research study, although limited, sought to initiate this effort and provide a model for a more exhaustive study on the relationship of AL and organizational outcomes and to set the stage for longitudinal studies that measure the outcomes of AL development interventions. The metrics in this study were growth (i.e., the number of real estate agents hired in the prior 4 months), retention (i.e., the percentage of real estate agents retained over the same period), and productivity (i.e., the number of units sold per real estate agent for the prior 4 months), which have been considered to be key metrics for the real estate industry (T 3 Sixty, 2020). Other metrics that might have had material effects on organizational outcomes resulting from human capital could have included engagement, customer experience, trust, and satisfaction (International Organization for Standardization, 2020), which might have further illuminated the effect of AL.

For publicly traded companies, the chief traditional stakeholder has been considered the stockholders or owners of the company, and the primary metric has been earnings per share. This has been one reason that the tenure of most chief executive officers was relatively short because a short-term shift in earnings caused a pivot in the leadership team, regardless of where the fault lay (Drucker, 2010). Pohlman and Gardiner (2000) described eight types of value drivers that should be considered at all levels in order to create value over time. According to Pohlman and Gardiner, “Value driven management looks at the bottom-line issue from a new perspective: The organization’s bottom line is creating value (including profitability, of course) from a complex blend and conscious integration of eight value drivers” (p. 15). These value drivers included external culture, organizational culture, individual employee, customer, supplier, third party, owner, and competitor (Pohlman & Gardiner, 2000).

The current global pandemic has given rise to a shift in where work has been performed and by whom. There has also been some shift in the minds of investors who have been seeking long-term, environmentally sustainable initiatives, rather than short-term, yet environmentally impactful options, carefully evaluating the stakeholders the companies are impacting. These shifts have caused a ripple effect across a variety of domains in the economy and given rise to new organizational structures. The Securities and Exchange Commission (SEC, as cited in Modernization of Regulation S-K Items 101, 103, and 105, 2020) had taken note of this shift, and in the public comment phase of the Modernization of Regulations S-K Items 101, 103, and 105 (2020) proposed new regulations that would require the disclosure of certain additional human capital metrics. To date, the only requirement was reporting on the number of employees. The new regulations will require disclosure of information that would be useful to investors and include the number of employees and independent contractors, material changes anticipated in the number of employees, categorization by employment type (i.e., full-time, part-time, or seasonal employment), recruitment and employment practices, employee benefits, investment in training, and employee turnover and retention.

The rationale for these disclosures stemmed as a result of a move from companies relying on physical assets to drive value to include “human capital [which] represent[s] an essential resource for many companies, and as part of our efforts to modernize disclosure, we propose to amend Item 101(c) to refocus registrants’ human capital resource disclosure” (Modernization of Regulation S-K Items 101, 103, and 105, 2020, p. 48). The items to be disclosed were any human capital measures or objectives that management focused on in managing the business if they would be material for an investor to make informed decisions about the business. Similar changes have been

implemented in the International Organization for Standardization (2020) standards with further requirements under consideration. Examples stated included how the organization attracts employees, develops them, and retains them (Vance, 2020).

From this review of the literature, it was concluded that an area ripe for future study was the development of a systematic model for assessing the relationship of AL and organizational outcomes and whether AL creates veritable and sustainable results. Future studies could include the assessment of leadership development programs and their effect on AL as higher order, second-order measures as well as assessing the effect of AL from a multilevel approach, including the developmental level of the organization and the context in which leadership will take place.

Research Questions

To achieve the purposes of this study, the following research questions were formulated:

1. What is the followers' perceptions of their leaders' AL?
2. What is the relationship of the leaders' AL and the organizational outcome of growth?
3. What is the relationship of the leaders' AL and the organizational outcome of retention?
4. What is the relationship of the leaders' AL and the organizational outcome of productivity?

Chapter 3: Methodology

Participants

The participants in this study were licensed real estate professionals who were knowledge workers working under contracts of choice as independent contractors (Sullivan & Arthur, 2006) employed by one of 10 real estate brokerage firms that participated in the study. These firms, located in south Florida, were independently owned offices licensed under franchise by an international real estate company. The participating offices had a combined total of 1,840 staff and agents in all offices. To conduct this quantitative study, 100% of the employees were invited to participate in a survey designed to measure their perspectives of their leaders' AL and capture other demographic data. These agents who had otherwise met the licensing requirement of the state of Florida varied in education, previous experience, tenure, ethnicity, age, gender, race, sexual preference, and family status.

Instruments

The instrument used for the collection of the data in this study was the ALIQ developed by Levesque-Côté et al. (2018). The ALIQ was developed to answer the concerns raised by researchers regarding the validity of the ALQ and the ALI (Iszatt-White et al., 2019), including Avolio et al. (2018) who were part of the cohort that developed and validated the original ALQ. AL has been operationalized as a first-order theory with four domains and a higher order theory of overall combined AL; the ALIQ answers both. The ALIQ was composed of the following four dimensions containing 14 total items: three corresponded to SA ($\alpha = .89$), three corresponded to RT ($\alpha = .83$), four corresponded to MP ($\alpha = .85$), and four corresponded to BP ($\alpha = .90$), which represented the first-order factors that had been commonly used to describe AL across the three

instruments and to operationalize the AL construct (Levesque-Côté et al., 2018). The ALIQ showed well-defined second-order factors of combined AL and was used in this study to describe the respondents' perceptions of the leaders' AL. Sample statements in the ALIQ include,

My leader encourages other to voice opposing points of view [BP], My leader clearly states what he or she means [RT], My leader bases his or her decisions of its fundamental values [MP, and] My leader describes precisely how others view his or her abilities [SA]. (Levesque-Côté et al., 2018, p. 6)

Demographic data on gender, age, race, time in business, prior work experience, and other related data were collected along with the items contained in the survey instrument. The survey had an estimated completion time of 8 min.

Procedures

Design

This study was a quantitative, nonexperimental, 100% survey descriptive research design (Edmonds & Kennedy, 2015) the purpose of which was to propose and test a model that could provide researchers and practitioners with a tool to assess the relationship of AL on organizational outcomes. The definition of AL described it as existing in highly developed organizations, and this study was designed to examine AL at a higher order group level and compare those results to significant organizational outcomes and evaluate its relationship therewith.

Of 539 total studies noted by Gardner et al. (2011) and Gill and Caza (2018), 61 were quantitative studies. Of those, 49 were conducted at the individual level and 12 at the group level, partially answering calls to address the overall effect of AL on organizational outcomes (Yammarino et al., 2008). The majority of the studies were

experimental studies conducted in order to differentiate AL from transformational, servant, or charismatic leadership theories or validate the instruments and identify mediating, moderating, or intervening factors that are necessary steps in the further development of the theory (Gardner et al., 2011). Of the total studies identified by Gill and Caza (2018), 53 described AL and its links to follower outcomes, suggesting that AL contributed to veritable sustained superior performance.

This study was intended to measure the strength of the relationship of AL and certain organizational outcomes. By comparing the followers' perceptions, aggregated by study site, of the leaders' AL to these outcomes, this study attempted to describe the relationship of AL and its potential impact on organizational performance. For purposes of this study, the specific outcomes were three of the most important metrics commonly stated in assessing the effectiveness of real estate organizations: growth, retention, and productivity (T 3 Sixty, 2020), which have also been measures identified by the SEC as human resource metrics that have been considered to be significant by stakeholders (as cited in Modernization of Regulation S-K Items 101, 103, and 105, 2020). In this study, 100% of agents affiliated with each office were asked to participate, anonymously and confidentially, through the SurveyMonkey electronic survey system.

The offices were ranked based on agents' perceptions of the leaders' AL at the office level and, then, compared to the specific outcomes of growth of new hires, retention of existing agents, and productivity as measured by average unit sales per agent. The office metrics are data that were collected in the ordinary course of business and contained in the organization's existing records. These measures have been considered to be metrics that the International Organization for Standardization (2020) and the SEC (as cited in Modernization of Regulation S-K Items 101, 103, and 105, 2020) considered as

significant factors that investors would consider in evaluating an organization and provide transparency in reporting human capital.

Edmonds and Kennedy (2015) suggested that, when combined with extant data, survey research designs allow researchers to make causal inferences. In the instant case, AL was the predictor variable that was assessed using the ALIQ survey instrument; growth, retention, and productivity were the extant outcome variables. Collecting data from multiple sources on the same variables strengthens these inferences. In this study, there were 10 participating sites from which the data were collected and compared to answer the research questions. Results were aggregated by the office and summed and averaged using an additive composition model. Gill and Caza (2018) described this method as “theoretically and statistically preferable as a way to think about group-based effects from AL” (p. 536)..

Data-Collection Procedures

The data were collected using the online SurveyMonkey survey system. A model survey with the items contained in the ALIQ, along with demographic and other pertinent data, was created in SurveyMonkey, and to minimize classification errors, each office was set up as a separate survey.

Once Institutional Review Board approval was obtained, each participating office provided an electronic version of the roster of agents with e-mail addresses, which were imported into SurveyMonkey. Announcements were made at the regularly scheduled office meetings, along with postings to internal social media groups announcing the launch of the survey to encourage participation. An e-mail was sent by the leader of each office to all agents to encourage further participation in the study. Model scripts were provided to each office to ensure consistency in communication within each office and

across all mediums. All communication reiterated that the study was confidential and anonymous and participation was voluntary.

Data were collected in SurveyMonkey through a link sent to each person's e-mail address imported into the online survey system. IP address tracking was turned off, which ensured anonymity. The combined participant letter and consent form was included as the first item in the survey, which participants had to accept before proceeding to the survey questions. An automated follow-up reminder was sent to those who had not replied after 4 days, 7 days, and 10 days. Data were collected over a 14-day period. Because the responses were being collected using the online survey system, the results were accessible by only the researcher and remained confidential and anonymous.

At the end of the 14-day collection period, the responses were exported in an excel format for compilation and analysis. No identifying information was captured by or exported from the survey system.

Data-Analysis Procedures

The ALIQ instrument that was used in this study had been psychometrically evaluated for reliability and validity to assess AL and its underlying domains through extensive analysis in prior research on the ALI and ALQ (Azanza et al., 2015; Gill & Caza, 2018; Neider & Schriesheim, 2011; Walumbwa et al., 2008). Levesque-Côté et al. (2018) reassessed the ALI and ALQ using ESEM and combined certain the items from each of them, which resulted in the refined instrument, the ALIQ, that was used in this study. The ALIQ was composed of 14 items with four dimensions measured using a Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Subedi (2016) described two uses of Likert-type items that have commonly been found in assessments similar to the ALIQ: Likert items and Likert scales. Likert items are those that are mutually

exclusive and represent ordered data and should be reported accordingly. Likert scale items have been used in assessments to represent composite scores for psychometric instruments and the like. These scale items can be summed and averaged, and the typical descriptive statistics have been considered appropriate. The ALIQ falls into the latter category, and these results were compared to the extant data of individual office outcomes of growth, retention, and productivity to ascertain whether offices with leaders who exhibited different levels of AL had different results in each of the outcomes. The results of the ALIQ were compiled using the additive composition model, which Gill and Caza (2018), following Chan (2011), suggested was a more accurate representation of AL at the group level and for comparison across groups. According to Kahneman et al. (2021), strategic aggregating of multiple estimates has been considered a universal hygiene strategy. The followers' perceptions, as measured by the individual ALIQ items, were averaged by each of the four dimensions of SA, BP, RT, and MP by respondent and office with which they were affiliated and further averaged to obtain an overall AL score for each leader and as a whole. Because the scores for the leaders' ALIQ were averaged, there was no need to adjust for office size and response rate to enable comparisons.

Sample questions included, "My leader clearly states what he/she means" (RT), "My leader asks for ideas that challenge his or her core beliefs" (BP), "My leader solicits comments to improve his or her way of interacting with others" (SA), and "My leader makes decisions based on a rigorous ethical code" (MP).

Demographic data and other information to enable comparisons across offices and with data from national and state organizations were collected. Items included questions about home ownership, prior occupations, reasons for joining the firm, intention to quit, satisfaction with the organization, and likelihood to recommend.

Growth was measured as a percentage calculated by dividing the gross number of agents added over the measurement period divided by the average number of agents over the same period as reported on the Multiyear Trends Report, an external and existing database report provided by the study site for each specific office. Retention was measured by calculating the percentage of the number of agents employed at the end of the measurement period compared to the agent count at the beginning of the period plus the agents added during the measurement period as reported on the Multiyear Trends Report provided by the study site for each specific office.

Productivity was measured by the number of units sold per agent during the measurement period as reported on the Multiyear Trends Report provided by the study site for each specific office. All responses were confidential, no individual identification information was disclosed, and reasonable efforts were undertaken to ensure that study site identification was not possible.

Chapter 4: Results

Introduction

Across the globe, there has been a call for leaders to step forward to lead, guide, and manage in the midst of a global pandemic, economic crisis, racial divide, and ongoing conflict in the Middle East. As an emerging theory, AL has been described as the root of all positive leadership theories and has been associated with positive organizational outcomes and sustained superior performance. The research conducted around AL has generally supported the construct although some researchers have questioned the methodology and the extent of the impact of AL on organizational outcomes. To date, most quantitative studies had assessed the effect of AL based on mediating or moderating factors and had not addressed a direct connection to results. This nonexperimental quantitative study was designed to study the relationship of AL to organizational outcomes, specifically growth, retention, and productivity. The data collection was conducted by surveying 100% of the real estate agents and staff in 10 real estate offices located in the southeastern United States to ascertain the followers' perspectives of their leaders' AL. Extant data in regard to growth, retention, and productivity were obtained from the records that were maintained by the study sites in the normal course of business.

The participants were invited to participate in a survey that was delivered electronically through SurveyMonkey. Each participating office provided a roster of all agents and staff that included names, phone numbers, and e-mail addresses. The total number provided was 1,840. These files were imported to SurveyMonkey, and a total of 1,840 invitations was sent with IP address tracking and personal identification turned off. After the initial invitation, three separate reminders were sent through the system at 3-day

intervals, and, at the end of 2 weeks, the data collection was closed. Of the initial invitations sent, 60 had invalid e-mail addresses and bounced. Seventy people opted out, and 485 invitations were unopened, leaving 1,225 invitations opened, 296 clicking through to the survey, and 213 final responses being received. Office leaders were excluded from the AL calculations, leaving 204 valid responses across all 10 sites that yielded an average response rate of 11.58%. The number of responses for the 10 sites ranged from seven to 32 with an average of 20.4. The percentage of responses to valid invitations ranged from 6.75% to 17.37%.

The instrument used to assess the followers' perspectives of their leaders' AL was the four-dimension, 14-item ALIQ, which has shown reliability, validity, and consistency in previous research for first-order and higher order measures. Data were captured, which included certain demographic data about age, gender, ethnicity, home ownership, tenure, education, license type, prior jobs, measures satisfaction with the organization, diversity, belongingness, and intention to quit.

The respondents reported their perceptions of the leaders' AL, and other data were aggregated by office and compared to the growth, retention, and productivity data contained in the organizations' extant data files. Where possible, the data were compared to similar data available from the National Association of Realtors (NAR, 2021) and Florida Realtors (2021).

Demographic Characteristics

Survey requests were sent to 1,840 agents and staff members of the participating study sites, and a total of 213 responses were used to report the demographic and informative data. Of 213 received, nine were office leaders, and their responses were excluded from the assessment of the leaders' AL, leaving 204 complete follower

responses. The majority of the respondents (64.79%) was individual agents, 26.29% was leaders of teams within their offices or members of such teams, 4.69% was on the office leadership team, and 4.23% was members of the office staff.

The ages and gender of the respondents to the survey in the instant study are depicted in Appendix A. The percentages of the population of the group responding to the survey self-described as 26.76% being 39 or younger, 44.60% was 40 to 59, 24.41% was 60 and over, and 1.88% chose not to answer. The NAR (2021) member profile described the age of the overall membership as 18.00% having been 39 or younger, 49.00% was between 40 to 59, and 54.00% was over the age of 60. There was 65.00% of all realtors who were female versus 69.01% of the NAR study participants. According to NAR, 82.00% of realtors owned their residences versus 72.77% of the respondents in the instant study; 57.00% of realtors had a real estate broker's license, whereas 12.21% of the study respondents had a broker's license, 83.57% had a sales license versus 52.00% in the NAR study; 18.78% of respondents were in real estate 1 year or less, 8.92% were in real estate 1 to 2 years, 8.45% were in real estate 2 years but less than 3 years, 9.39% were in real estate 3 years but less than 5 years, 16.90% were in real estate 5 years but less than 10 years, and 37.56% were in real estate more than 10 years. The percentages were similar for the NAR (2021) study results (see Appendix B).

When asked how many years respondents had been affiliated with this office, the numbers reflected a different pattern; 27.70%, responded less than 1 year versus 39.00% in the NAR (2021) study; 9.39% responded 10 or more years versus 13.00% in the NAR study. As shown in Appendix B, the number of years in the real estate profession across the response items was similar for the study sites and the NAR study. The number of years with the firm early in their careers and in their later years differed for the real estate

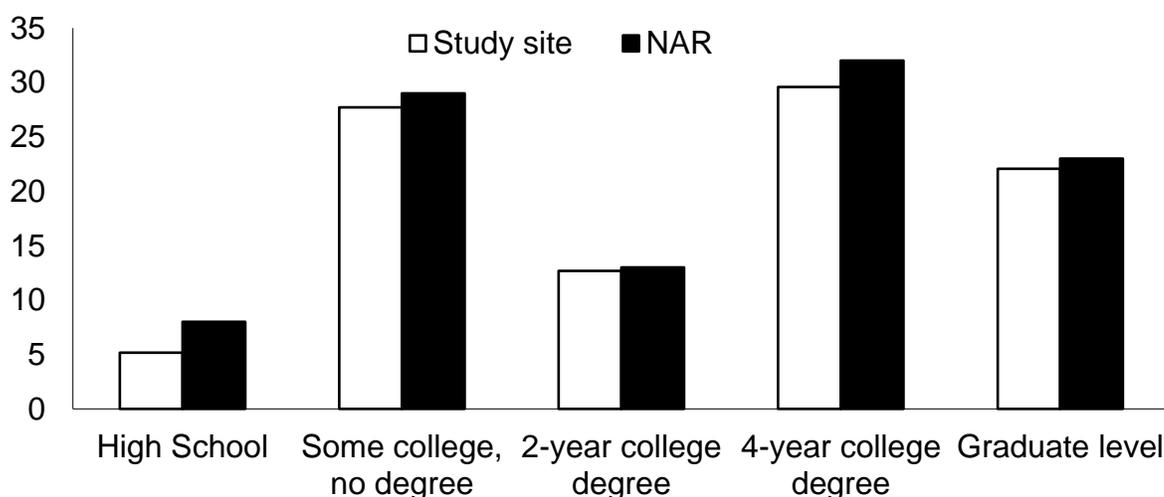
agents in the study site and the data reported in the NAR study, both being skewed at the less than the 1-year and the over 10-year groups (see Appendix B).

The composition of the respondents' ethnicity is as follows: 1.41% identified as American Indian, Asian, or Pacific Islander versus 7.00% who responded to the NAR (2021) study; 9.86% identified as Black or African American versus 7.00% in the NAR study; 21.60% identified as Hispanic versus 9.00% in the NAR study; 62.44% identified as White versus 78.00% in the NAR study; 2.82% identified as other, similar to 3.00% in the NAR study; and 4.23% preferred not to answer in the instant study. This was not a category in the NAR study.

The educational levels of the respondents to the study were very similar to the NAR (2021) study with more than 52.00% having a 4-year college or graduate degree. The survey results and the NAR study data are shown in Figure 2 (NAR, 2021).

Figure 2

Educational Levels of Respondents and National Association of Realtors Study (in Percentages)



Note. NAR = National Association of Realtors.

The prior occupations of the respondents varied significantly. The majority

(25.35%) was in sales and related occupations, 13.62% was in management, 12.21% came from business and financial occupations, 7.98% came from education and training, 6.57% came from office and administrative support, 4.69% came from food services. For 5.00%, this was their first profession. The remainder came from a variety of other professions, including computer science, legal, community and social services, and entertainment.

Reasons for Joining

Respondents were asked to select all applicable items from a list of reasons they joined the company. The Number 1 reason stated for joining the study sites was training opportunities (114) followed by reputation (101), culture of the company (97), culture of the office (60), the person who interviewed them (58), career growth opportunities (56), technology platform (50), friends in the particular office (37), friends in the company (32), or they made an offer (12). The total responses of 617 exceeded the number of replies to the survey because respondents could select more than one reason. Respondents were also asked to what the extent of the compensation package offered influenced them to join the organization; 34.74% responded that it was a major factor, 36.15% responded that it was a minor factor, and 29.11% responded that it was not a factor.

Measures of Satisfaction

Several questions were asked to ascertain the respondents' levels of satisfaction with the organization, including overall satisfaction, likelihood of recommending the firm, opportunities to use talent, firms' commitment to professional development, culture, recognition, and belonging. More than one half of respondents (50.7%) indicated that, on an overall basis, they were satisfied with the firm, 28.64% was very satisfied, 15.49% was neither satisfied nor dissatisfied, 3.29% was dissatisfied, and 1.88% was very

dissatisfied.

When asked about their likelihood to recommend their firm, 46.01% of the respondents was extremely likely, 31.92% was very likely, 16.90% was somewhat likely, 3.76% was not so likely, and 1.41% was not at all likely. These data were aligned with the overall satisfaction of the firm. There was 64.79% of the respondents who agreed or strongly agreed that they were satisfied with the factors relating to talent, 81.24% of the respondents agreed or strongly agreed that they were satisfied with professional development, 74.65% agreed or strongly agreed that they were satisfied with workplace culture, and 72.77% agreed or strongly agreed that they were satisfied with recognition. Conversely, 35.21% was neutral, disagreed, or strongly disagreed that they were satisfied with opportunities relating to talent; 18.76% was neutral, disagreed, or strongly disagreed as to professional development; 25.35% was neutral, disagreed, or strongly disagreed as to culture; and 27.23% was neutral, disagreed, or strongly disagreed as to recognition. When asked their levels of agreement with the statement, "I feel like I belong at my company," 23.94% strongly agreed, 48.83% agreed, 21.60% neither agreed nor disagreed, 4.23% disagreed, and 1.41% strongly disagreed. As to the relationship with the office leader, 46.01% responded that the leader was a major factor for staying with the current company, 29.11% considered it a minor factor, and 25.35% responded that the leader was not a factor in staying with the current company.

As to diversity as a priority, 6.57% reported that it was the most important, 39.91% reported that it was not the most important, 30.52% reported that it was important but not a priority, 17.27% reported that it was not too important, and 5.62% reported that it was not important at all. When asked if their organization was dedicated to diversity and inclusiveness, 23.95% strongly agreed, 39.44% agreed, 29.58% neither

agreed nor disagreed, 1.41% disagreed, and 5.15% strongly disagreed.

Compensation

Because real estate agents are independent contractors and are compensated based on closed transactions, questions were posed to uncover the extent that compensation might be a factor in staying with the company. When asked if they would leave the current company if they received a more lucrative offer, 6.57% strongly agreed, 35.21% agreed, 45.07% disagreed, and 11.27% strongly disagreed. When asked if they were contacted for the purposes of being recruited to another company, 13.15% considered the offer, 63.38% dismissed the offer, and 22.07% responded that they would revisit the offer in the future.

Intention to Leave

The final statement for the respondents was, “I have no intention to of leaving my current company” and was to ascertain the likelihood that they would leave the organization, which was stated as a negative, and 58.22% agreed that they had no intention of leaving, 35.21% neither agreed nor disagreed, and 6.10% disagreed.

Data Analysis

The answers to the research questions were formulated to achieve the purposes of this study. To answer Research Question 1 that related to the achievement of assessing the followers’ perceptions of the AL of the office leader, the leaders’ higher order AL was compiled by study site and, overall, by averaging the responses to the survey items included in the ALIQ and analyzed by using descriptive statistics such as means, standard error, medians, standard deviations, minimums, maximums, and ranges. Cronbach’s alpha was used to assess reliability across all items. To answer Research Questions 2, 3, and 4 that related to the achievement of the purpose of

describing the relationship of AL on growth, retention, and productivity, extant data were extracted from reports provided by the study sites that were maintained on a contemporaneous basis with identical categorization across all sites. Research Question 1

The ALIQ was administered using SurveyMonkey with the results collected by the study site and, then, compiled into a combined data set for analysis. The ALIQ, a four-dimension, 14 item instrument, was previously shown to measure psychometrically and had reliability and validity for the first-order dimensions of AL (MP, RT, SA, and BP) and the higher order measure of overall AL. A Likert-type scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*), was used to capture the followers' perspectives of the leaders' higher order measure of AL. The results were averaged across each study site by all 14 items, by domain, and, then, an overall calculation was scored by study site to determine the higher order measure of the leaders' AL.

The results depicted in Appendix C represent the combined extant data and the leaders' AL scores sorted by the higher order measure of AL. The leaders had an average AL score of 3.92 with a median of 3.88 and a standard deviation of .24. The minimum score was 3.59 with a maximum of 4.23. The range was .64. The Cronbach's alpha for overall AL was .9623, indicating that the items in the instrument were very highly correlated.

Three leaders had AL scores of 4.15 to 4.23 and were in the top quartile; two leaders had scores between 3.94 and 4.14, and were in the 2nd quartile; two leaders had scores from 3.77 to 3.82 and were in the 3rd quartile; and three had scores from 3.59 to 3.73, and were in the bottom quartile, all of which were based on the overall AL for all responses. All leaders' AL scores exceeded the potential midpoint score of 3.00. Leader

tenure in the subject sites ranged from under 30 days to 4 years.

Research Question 2

In this study, growth was defined as the total number of new real estate agents who joined the organization over the measurement period which in the instant case was the first four months of the year. To answer Research Question 2, the relationship of the leaders' AL and the organizational outcome of growth, the followers' perceptions of the leaders' AL were compared to the percentage of the new agents hired over the study period. Growth data for the period was provided by the study sites from existing records and compiled by office and analyzed comparing the percentage of growth over the agent count at the beginning of the period. Appendix C shows the comparison of the study sites growth percentage compared to the leaders' AL in rank order by AL. The top three offices with growth percentages in the first quartile had AL scores in the bottom quartile, the third quartile, and the top quartile, respectively. Three offices with AL scores in the top quartile had growth rates in the bottom and third quartiles. The middle four offices had distributions in the middle (two offices) and the top quartiles. The highest growth percentage was 24.76%, the lowest percentage was 10.08% with a range of 14.68%, and the standard deviation was 5.81%.

Research Question 3

This research question was answered by compiling the retention percentage for each site and comparing these percentages to the leaders' AL (see Appendix C). Retention was calculated by dividing by the number of agents at the end of the study period by the sum of the number of agents at the beginning of the study period and the new agents added during the study period. This percentage reflected the organization's ability to retain agents, but it did not account for which agents were staying. The churn

rate for NAR was 15.00%, which correlated to an overall retention rate of 85.00%. The average retention rate for the study sites was 87.66%. The top three offices that had retention rates in the first quartile had AL scores in the first and the third quartiles (two offices). The three sites with the lowest retention rates had AL scores in the bottom quartile, the top quartile, and the third quartile, respectively. The middle four offices had similar distributions. The highest retention was 93.65%, the lowest retention rate was 76.02%, the range was 17.63%, and the standard deviation was 4.99%.

Research Question 4

To answer this research question, extant data from the study sites were compiled and compared to the leaders' AL to discern whether AL and productivity were aligned (see Appendix C). The highest productivity rate was 3.2 units per agent, and the lowest productivity rate was 1.0 unit per agent with a range of 2.2 units per agent and a standard deviation .76. The number of units sold per agent across the United States for the first 4 months of the year was 1.21. The number of units sold per agent in Florida was 0.86. Three offices had productivity in the top quartile with corresponding AL in the third quartile, the top quartile, and the bottom quartile, respectively. The next three offices with productivity in the second quartile had AL in the second and bottom quartiles, the remaining four offices with productivity in the third and bottom quartiles had two offices with AL in the top quartile, one in the third quartile, and one in the bottom quartile. Eight of the ten offices exceeded the national average, and all of the offices exceeded the Florida average.

Chapter 5: Discussion

Introduction

Leadership has been considered an essential element to organizational success, yet organizational challenges have existed in every sector across the globe and provided evidence that there has been a lack of effective leadership (Hersey et al., 2008). AL has been described as the root of all positive leadership theories (Avolio & Gardner, 2005) and has been linked to sustainable and veritable organizational outcomes (Gardner et al., 2011). This study was designed to provide a model to assess the relationship of AL and the significant organizational outcomes of growth, retention, and productivity specifically in the real estate industry with independent contractor employees and, as result, the gig economy (Horney, 2016). Ten sites with a combined employment of 1,840 employees (1,754 of which were real estate agents) participated in the study. Invitations were sent to all agents and staff through SurveyMonkey to collect demographic, informational data, and the employees' perceptions of their leaders' AL by using the ALIQ to measure higher order AL. These results were compared to extant data to ascertain the relationship of AL and the organizational outcomes to answer the research questions.

Ongoing recruiting of new talent was a material reporting metric considered to be significant by stakeholders, the SEC (as cited in Modernization of Regulation S-K Items 101, 103, and 105, 2020), and the International Organization for Standardization (2020), both having issued updated reporting requirements in regard to human resources. Agent growth was described as one of the three essential metrics commonly stated in assessing the effectiveness of real estate organizations (T 3 Sixty, 2020). Employee turnover was identified as a significant threat to an organization's competitive advantage and a significant operating expense (Coward & Johnson, 2019). Research showed that real

estate brokerage firms invested a lot of time and money recruiting, orienting, onboarding, training, and supporting new hires in the hopes that they would become productive, earn a fair living, and contribute to the cost of operating the firm (McAdams et al., 2004).

These have been identified as areas that fell under the responsibility of the office leaders, and the effective execution of these areas could have had a direct effect on the results of operations (Jensen & Luthans, 2006). Relationships with leaders have also been identified with employee performance and their intention to stay with their current employers (Azanza et al., 2015).

Summary of Findings

The results of this study were inconclusive and indeterminate as to the relationship of AL with growth, retention, and productivity. As shown in Appendix D, which depicts a comparison of the metrics sorted by study outcomes, there did not appear that a relationship to the leaders' AL and each of the metrics existed. The site with the highest AL score ranked fifth in growth, fourth in retention, and seventh in productivity. The site with the highest growth ranked ninth in AL, sixth in retention, and 10th in productivity. The site with the highest retention rate ranked fifth in AL and fourth in productivity. The site with the highest productivity rate ranked sixth in AL, second in growth, and second in retention. The results were similar across all metrics. Appendix E depicts the study metrics by site sorted by AL. Similar inconsistencies as described were visible, and there did not appear to be a relationship of AL to the outcomes.

Interpretation of Findings

To achieve the purposes of this study, Research Question 1 related to the achievement of assessing the followers' perceptions of the AL of the office leader, and Research Questions 2, 3, and 4 related to the achievement of describing the relationship

of AL on growth, retention, and productivity. In this study, there was a null hypothesis as to the relationship of AL and the extant data of growth, retention, and productivity. Although AL had been linked to intention to stay and productivity (Azanza et al., 2015), the results of this study did not reflect those outcomes. Overall, there was no direct relationship of AL to any of the metrics (see Appendix E). This was unexpected, given that the research previously correlated AL with a variety of outcomes, including productivity and satisfaction (Jensen & Luthans, 2006; Khan, 2010; Leroy et al., 2015), and was inversely correlated with turnover (Azanza et al., 2015; Banks et al., 2016). Banks et al. (2016) found that AL was more directly correlated to organizational citizenship behavior, and Banks et al. and Gill and Caza (2018) uncovered that AL increased group and organizational performance.

When comparing the responses to survey questions regarding reasons for joining, training opportunities ranked first and reputation ranked second, whereas the person who interviewed the respondent ranked fifth. This indicated that the individual's leadership was not likely to be a major influence. When asked to what extent the relationship with the leaders was a reason for staying with the firm, 46.01% described this as having been a major factor, whereas 54.46% of the respondents indicated that it was a minor factor or not a factor. This supported the possibility that the retention rate for the study sites of 87.66%, similar to the NAR (2021) study of 85.00%, was only slightly influenced by the leaders. Similar results were obtained when examining productivity; there was no apparent and readily discernable relationship with AL. The highest performing offices did not have the corresponding AL.

The real estate agents in this study were independent contractors who were compensated strictly on a commission basis. Real estate agents have been described as

knowledge workers seeking boundaryless and protean careers, more transactional than relational, and, when leaders sought to build a relationship with these types of workers, it was perceived as insincere (Briscoe & Hall, 2006). This was an area that could warrant further study. Finally, when asked directly about their intention to stay, 58.22% of respondents had no intention of leaving, and 41.78% of respondents was likely to leave the current company if they received an offer that was more financially beneficial. This correlated to transactional nature used to describe real estate agents and the lesser effect their leaders may have had on retention.

One of the foundational conceptions of AL first described by Luthans and Avolio (2003) was a highly developed context where the culture of the organization supported the growth and development of the leaders, which resulted in the development of followers. When asked, 74.65% of respondents agreed or highly agreed that they were satisfied with the culture of the organization leaving, whereas 25.35% were not. When asked how best to lead real estate agents who were independent contractors, Mo Anderson (personal communication, October 8, 2017) stated,

We need to help connect the mission to their hearts and help them believe that we, as leaders, truly have their best interests at heart. Market centers that do this well are succeeding at very high levels, market centers that do not perform at a high level are often missing the connection.

Satisfaction with the culture of their firm may have influenced the respondents' intention to stay and the resulting retention metrics.

Research Question 1

This research question was, What is the followers' perceptions of their leaders' AL? AL in this study was defined as the higher order overall AL and depicted in

Appendix C by study site and combined score. The survey instrument, the ALIQ, was used, and results were captured using SurveyMonkey based on a Likert-type scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*) with a median score of 3. Respondent scores were aggregated to obtain an overall higher order score for AL (Gill & Caza, 2018; Subedi, 2016). The highest score was 4.23, and the lowest score was 3.59 with an average of 3.92. The median score was 3.89 with a standard deviation of .25. Because all scores were above the midpoint, it could be inferred that the participants perceived that all leaders had some level of AL, yet those results were not conclusive. AL exists on a continuum from inauthentic to fully authentic as perceived by the followers (Luthans & Avolio, 2003), and because there was no published scoring system for AL as part of a standardized index, there was no reasonable way to determine whether these results were representative of high AL or not. The tenure of the leaders ranged from less than 30 days to 4 years, and it is possible that the participants were unsure of who they were rating or how to rate them. This study did not compare length of the respondents' time with the particular office with the leaders' AL, which could have revealed another perspective. It was also possible that certain biases existed between leaders and followers and that another group of respondents could have yielded different results.

Research Question 2

This research question was, What is the relationship of the leaders' AL and the organizational outcome of growth? Growth, as measured by the increase in new agents hired, has been considered a significant metric in the real estate industry (T 3 Sixty, 2020) and as a measure that investors might consider an important criteria for privately held and publicly traded companies (Vance, 2020). Growth was calculated as a percentage, the numerator being the number of agents hired from the beginning of the

study period to the close of the study and the denominator being the number of agents at the beginning of the study period. This information was obtained from extant data compiled by the participating study sites in the normal course of business. The highest percentage was 24.76%, the lowest was 10.08%, the average was 15.39%, the median was 13.53%, and the standard deviation was 5.81%.

When these results were compared to the higher order AL for each office, as shown in Appendix D, there was no clear relationship discernable with growth and AL. Further, participants were asked what the reasons were that they chose to join the firm. The Number 1 reason indicated was training opportunities followed by reputation with the person who conducted the interview (presumably the leader) ranking Number 5 out of 10. That was reasonable when considering that the respondents would not likely have known the leaders at the time of joining the study site and warrants further investigation. Thirty-seven respondents who joined because they had friends in the office ranked Number 7, yet represented a metric where the leaders' AL might have held some influence.

Research Question 3

This research question was, What is the relationship of the leaders' AL and the organizational outcome of retention? The cost of turnover has typically been described as a percentage of an employee's annual wage or salary (Coward & Johnson, 2019); however, in this study, the employees were independent contractors who were compensated purely based on a commission calculated as a percentage of the transactions closed, which made that calculation difficult, if not impossible, yet there was likely some cost associated with turnover, including the administrative cost of processing paperwork, onboarding, training, and closing out the agent's employment. Reducing turnover

contributes to profitability and maintaining an organization's competitive advantage. Azanza et al. (2015) reported a negative turnover intention and its correlation to AL. Banks et al. (2016) found that AL was negatively correlated to intention to turnover and Olckers et al. (2020) reported an inverse relationship with intention to quit, noting a positive correlation with intention to stay and AL. Respondents rated their satisfaction with their workplace as agreed (46.01%), strongly agreed (28.64%), and agreed (58.22%) that they had no intention of leaving their current company. The total number of agents who joined during the study period was 272. The number who left was 257. The net change was 15 or 0.90%. The overall retention rate for the study sites was 87.66%. The national average for 2020 was 85.00%. The net change across the United States was an increase of 25,888 or 1.78%; the net increase for Florida was 4,193 or 2.13% (NAR, 2021). As shown in Appendix D and further depicted in Appendix E, no relationship to AL at the study site level was directly discernable. This could have been as a result of the broad range of the leaders' tenure, which should be investigated as part of an additional and longitudinal study. A follow-up survey should be conducted with those who separated from the organization to uncover reasons for leaving.

Research Question 4

This research question was, What is the relationship of the leaders' AL and the organizational outcome of productivity? For the purposes of this study, productivity was measured as the number of units sold per agent. These data were obtained from the extant data maintained by each of the participating sites in the normal course of business. Units sold has been considered a significant metric for measuring results in the real estate industry over time and for making comparisons across companies, multiple listing services, state associations, and individual analysis (T3 Sixty, 2021). The total number of

units sold in the first 4 months of 2021, the study period, in the United States was 1,790,000 (NAR, 2021), and in Florida, it was 172,216 (Florida Realtors, 2021). The units sold per agent were 1.21 and 0.86, respectively. The overall unit sales per agent for the study sites was 1.89 with a high of 3.20 and low of 1.00. The median was 1.60, and the standard deviation was .76. As shown in Appendix D, the site with the highest per agent productivity ranked sixth in AL with no apparent relationship across the remaining sites. All but two sites were above the national average, and all exceeded the Florida average. AL had been linked to organizational outcomes in studies that were performed in traditional organizations (Leroy et al., 2012) and entrepreneurial organizations (Jensen & Luthans, 2006) that had standard employees. In this study, the employees were nonstandard employees who were knowledge workers working under contracts of choice seeking boundaryless and protean careers, and, because of the nature of these employees, the results may have been different.

Implications of Findings

The purposes of this study were to describe the followers' perspectives of their leaders' AL and the relationship of AL and the organizational outcomes of growth, retention, and productivity. Additional hoped-for outcomes of the study were to provide the foundation of a model that would enable academicians and practitioners evaluate the effect of AL on these and other organizational outcomes, particularly in working with independent contractors who are nonstandard workers, and to create a framework to assess the efficacy of leader development programs that enhance AL, particularly in the domains of AL (i.e., SA, BP, MP, and RT).

The results of the study answered Research Question 1 at the higher order level across 10 study sites. The research was conducted using the ALIQ that had been shown to

be psychometrically and statistically valid, reliable, and consistent by using a Likert-type scale ranging from 1 to 5 with 5 being high. These results, calculated as the average from 204 respondents, reflected a higher order AL of 3.92 with a range of 0.64, a standard deviation of 0.24, and Cronbach's alpha of .9623, indicating that the items in the domains were very highly correlated and supported the higher order measure of AL. Results showed that, from the followers' perspectives, all of the leaders exhibited some level of AL but that it was a matter of extent, and, in themselves, these scores did not have meaning. Yet, they established a foundation to which future studies could be compared and could contribute to building a standardized scoring system for AL. A base scoring system that would enable comparisons across additional sites in the real estate industry with nonstandard, independent contractor employees as well as with other organizations with nonstandard and standard employees could contribute to building the theory and its ability to contribute to the creation of veritable and sustainable outcomes.

As for Research Questions 2, 3, and 4 regarding the relationship of AL and the organizational outcomes of growth, retention, and productivity, the results of the study were inconclusive yet helped to establish a model that, when replicated, could extend the research and provide a common methodology and measurement for these and other significant metrics that could enable a direct comparison across organizations.

Limitations of the Study

This study was designed to assess the followers' perceptions of the leaders' AL and compare these results to significant organizational outcomes over a 4-month time frame. One of limitations of this study was the tenure of the leaders that ranged from less than 30 days to 4 years, which made comparing outcomes across sites and the respective leaders' AL difficult. Leadership impacts the results of organizations over time (Drucker,

2010), and the time frame for this study may not have been sufficient to allow the leaders' behaviors to affect the outcomes being measured.

There were changes in leadership during the time frame immediately preceding the data-collection period, and the followers may have had other leaders in mind when responding. Because of the limited tenure of some of the leaders, the extant data may not have represented the results that came about from the impact of the current leaders. This could have affected the outcomes of the study if these changes were significant. To minimize the impact that changes in leadership might have had on the study over time, the comparisons could have been made for the time that only current leaders were in their positions or study participation was restricted to sites that had leaders with longer tenure.

Some of the office leaders could have had different levels of interaction with respondents, some more than less, which may have had an impact on perceived AL and certain outcomes being measured. Offices might have had multiple levels of leadership in place, and deciding who to assess may have been confusing to some respondents. To assess this potential impact, future studies could group offices by office size and type to minimize the effect on future study outcomes. This would help to facilitate the use of this assessment model across additional organizations in future research. Another limitation was the limited number of offices included in the study and their performances in relation to other individual offices in the region, state, and on a national level, which was unknown. If other offices were included in the study, the results might have been different. This was a group measure of total AL as measured by the ALIQ; statistical variances, other than standard deviations, were not a consideration (Gill & Caza, 2018). The data in this study were measured by assessing the higher order AL and by using an aggregated composition model grouped by study site and compared to the extant data.

Statistical analysis of the individual items was not performed. If confirmatory factor analysis or exploratory structural equation modeling were used to assess the data, other results might have been obtained (Levesque-Côté et al., 2018).

This study took place in the later stages of restrictions that were in place due to the COVID-19 pandemic. Some of those restrictions may have had an impact on when, where, how, and by whom the real estate business was conducted during the time leading up to and during the study. Further, Florida experienced significant in-migration since the beginning of the pandemic (Florida Realtors, 2021), and, under other market conditions, the outcomes, including the number of new agents entering the industry, agent productivity, and intention to stay, might have varied.

Future Research Directions

This study used an aggregated composition model to assess higher order AL and compared these results to the individual study sites and overall organization outcomes of growth, retention, and productivity. As noted by Avolio et al. (2018), AL scores at the first-order and higher order levels should be reported at the item level in all studies to enable comparisons of results. Future studies should replicate the instant study to verify and generalize the results obtained. The instructions for completing the survey instruments should be reviewed to provide clarity to ensure that the target leader is properly identified by the respondents. Further, study site participation should be segregated and possibly restricted by the leaders' tenure to ensure that the full effect of leadership on the outcomes being measured is taken into consideration. Additionally, future research should compare the individual as well as aggregated responses by the first-order domains of SA, RT, MP, and BP to ascertain if there is evidence of relationships to these outcomes beyond what was uncovered in the instant study.

Assessing the data using ESEM would contribute to the existing research on the statistical validity and psychometric validity of the ALIQ at the first-order, four domain level and the higher order level, establish the viability of using these domains to explain the relationship of AL to significant organizational outcomes, and compile and compare the leaders' AL to understand relationships better. Because the effects of leadership take place over time, longitudinal studies with the same study sites and leaders could be illuminating as would mixed-method studies that investigated additional relationships and factors beyond the survey responses. Finally, these studies should be conducted in other industries with nonstandard employees to generalize the model further.

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Appendix A

Age and Gender of Survey Respondents

Age and Gender of Survey Respondents

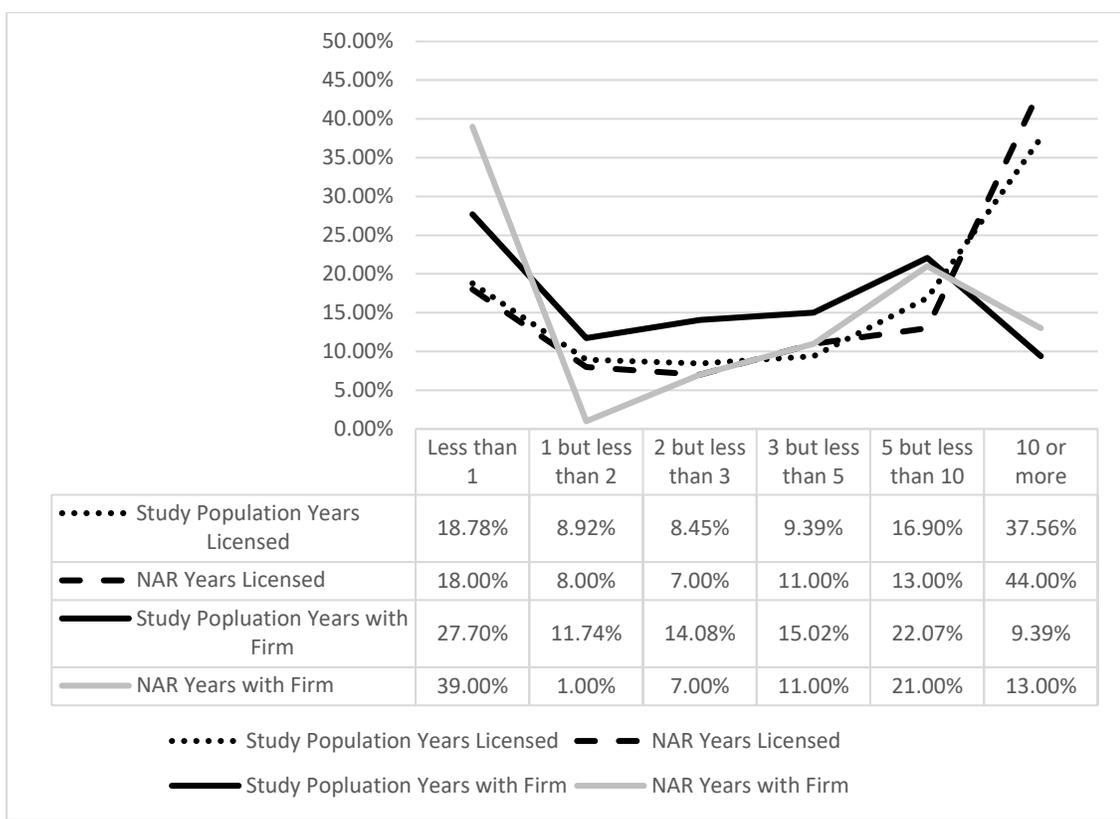
	Age							Gender	
	Prefer not to answer	18 – 20	21– 29	30 – 39	40 – 49	50 – 59	60+	Male	Female
Survey responses	4	2	12	43	43	57	52	66	147
	1.88%	0.94%	5.63%	20.19%	20.19%	26.76%	24.41%	30.99%	69.01%
NAR		18.00%			49.00%		54.00%	35.00%	65.00%

Note. NAR = National Association of Realtors.

Appendix B

Comparison of Years in Real Estate and Years With Firm

Comparison of Years in Real Estate and Years With Firm



Note. NAR = National Association of Realtors.

Appendix C

Summary of Extant Study Site Data and Higher Order Authentic Leadership
Sorted by Authentic Leadership

Summary of Extant Study Site Data and Higher Order Authentic Leadership Sorted by Authentic Leadership

Office Code	# of responses	Research Question 2	Research Question 3	Research Question 4	Research Question 1	Rank by						
		Growth Percentage	Retention Percentage	Units per Agent	Overall AL	AL	Std Error	Median	Std Dev	Minimum	Maximum	Range
O_010	18 ↗	13.97% ↗	88.99% ↘	1.4 ↗	4.23	1	0.090	4.21	0.180	4.02	4.43	0.41
O_007	22 ↗	21.82% ↘	84.85% ↘	1.4 ↗	4.17	2	0.087	4.14	0.174	4.02	4.39	0.37
O_003	20 ↘	10.08% ↗	91.71% ↗	3.0 ↗	4.15	3	0.057	4.17	0.114	4.00	4.25	0.25
O_009	18 ↘	13.11% ↘	87.17% ↗	1.6 ↗	4.14	4	0.044	4.11	0.089	4.06	4.25	0.19
O_008	7 ↗	14.04% ↗	93.65% ↗	2.0 ↗	3.94	5	0.070	3.95	0.141	3.79	4.07	0.29
O_002	32 ↗	23.87% ↗	92.69% ↗	3.2 ↘	3.82	6	0.022	3.82	0.043	3.78	3.89	0.10
O_001	9 ↘	11.59% ↗	87.50% ↘	1.2 ↘	3.77	7	0.026	3.79	0.052	3.70	3.82	0.12
O_004	24 ↘	10.37% ↘	76.02% ↗	2.5 ↘	3.73	8	0.033	3.72	0.066	3.65	3.80	0.15
O_006	22 ↗	24.76% ↘	87.30% ↘	1.0 ↘	3.65	9	0.110	3.61	0.220	3.41	3.89	0.48
O_005	32 ↘	10.28% ↘	86.76% ↗	1.6 ↘	3.59	10	0.027	3.57	0.054	3.54	3.66	0.12
Average	20.4	15.39%	87.66%	1.9	3.92		0.0566	3.91	0.1132	3.80	4.05	0.25
Standard Error		1.84%	0.016	0.241	0.079							
Median		13.54%	87.40%	1.6	3.89							
Standard Deviation		5.81%	0.050	0.764	0.250							
Minimum		10.08%	76.02%	1	3.59							
Maximum		24.76%	93.65%	3.2	4.23							
Range		14.68%	17.63%	2.2	0.64							
Chronbach's Alpha					0.9623							

Note. Quartile ranking are represented by the icons adjacent to each metric. Arrows pointing up represent the first quartile, up and to the right are the 2nd quartile, down and right are the 3rd quartile and down are the bottom quartile. Descriptive statistics are shown for all metrics used in the study.

Appendix D

Comparison of Growth, Retention, and Productivity Sorted by Metric

Comparison of Growth, Retention, and Productivity Sorted by Metric

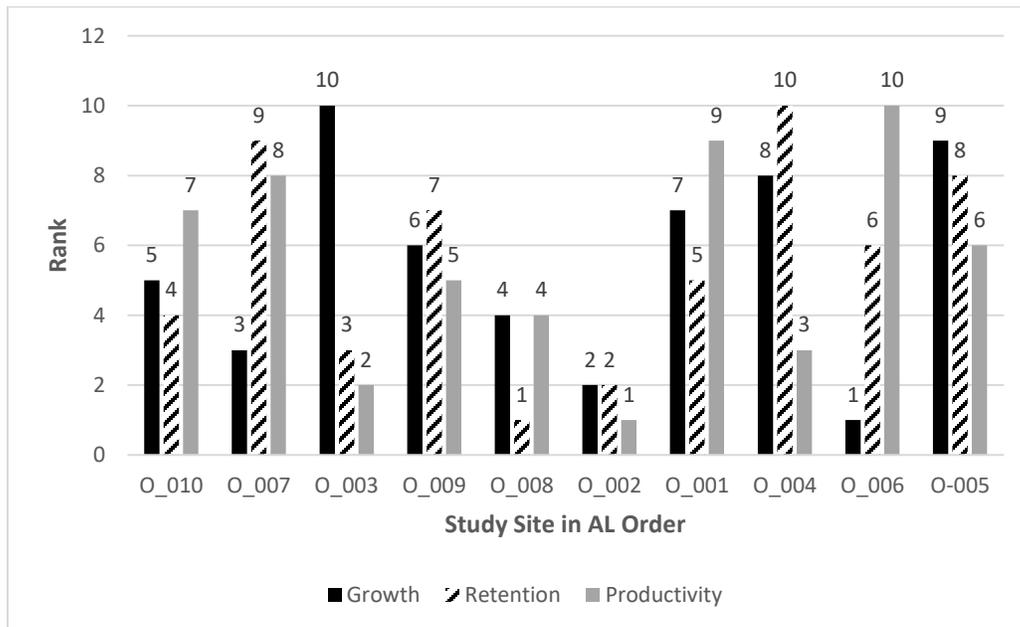
Authentic Leadership			Growth			Retention			Productivity		
Rank	Office Code	Overall AL	Office Code	Growth Percentage	Overall AL	Office Code	Retention Percentage	Overall AL	Office Code	Units per Agent	Overall AL
1	O_010	4.23	O_006	24.76%	3.65	O_008	93.65%	3.94	O_002	3.2	3.82
2	O_007	4.17	O_002	23.87%	3.82	O_002	92.69%	3.82	O_003	3.0	4.15
3	O_003	4.15	O_007	21.82%	4.17	O_003	91.71%	4.15	O_004	2.5	3.73
4	O_009	4.14	O_008	14.04%	3.94	O_010	88.99%	4.23	O_008	2.0	3.94
5	O_008	3.94	O_010	13.97%	4.23	O_001	87.50%	3.77	O_009	1.6	4.14
6	O_002	3.82	O_009	13.11%	4.14	O_006	87.30%	3.65	O_005	1.6	3.59
7	O_001	3.77	O_001	11.59%	3.77	O_009	87.17%	4.14	O_010	1.4	4.23
8	O_004	3.73	O_004	10.37%	3.73	O_005	86.76%	3.59	O_007	1.4	4.17
9	O_006	3.65	O_005	10.28%	3.59	O_007	84.85%	4.17	O_001	1.2	3.77
10	O_005	3.59	O_003	10.08%	4.15	O_004	76.02%	3.73	O_006	1.0	3.65

Note. AL = authentic leadership.

Appendix E

Comparison of Growth, Retention, and Productivity Sorted by Study Site
in Authentic Leadership Rank Order

Comparison of Growth, Retention, and Productivity Sorted by Study Site
in Authentic Leadership Rank Order



Note. AL = Authentic Leadership.

The data labels represent the rank within each metric with 1 being high and 10 being low.