

Effect of Authentic Leadership on Organisation Commitment: Mediating Role of Job Satisfaction

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Abstract

Having committed employees is beneficent and sometimes essential for an organization. The current study investigates the mediating role of the job satisfaction in the relationship between authentic leadership and the organizational commitment. The participants of this study were 300 job holders working in different industries in Lahore, Pakistan. The Hayes's Process showed full mediation. In this study, factor analysis (EFA/CFA) was conducted and different dimensions of all variables were witnessed, 3 new dimensions of organizational commitment and authentic leadership and job satisfaction become unidimensional by deleting a few items. The results of the factor analysis study also support the proposed hypotheses of the study. Moreover, the job satisfaction is better predictor of organizational commitment. When the leaders are authentic and well behaved with their employees, they become more satisfied and want to stay with the organization in future.

Keywords: Job satisfaction; Authentic leadership; Organizational commitment

Introduction

Organizational commitments refer to the psychological attachment of employee toward their workplace, it also includes organizations, the individual; and all the working groups in the organizations, and their goals and the behaviors of all of them. Researchers have proved that commitment toward organization has different employee behaviors. For example, the strong commitment with supervisors positively related to the job performance along with the commitment the employees have toward their organizations, moreover there is a strong link between the organizational commitment and to the behaviors of organizational citizenship, [1]. Employees's organizational commitment has been a point of discussion in management studies. Several factors can change the organizational commitment. While some other examples showed that, commitment to customers has a positive impact on the breadth of product and their market share, peers commitment need to tie the tardiness strongly, and the commitment to team has strong link between the citizenship behavior of members within the team and the performance of team [2]. Thus, multiple commitments are existed and have an important role in forecasting and understanding behaviors at the workplace and expected outcomes.

Many studies evidence that leadership has an influence on organizational commitment [3]. To find the expected organizational context of optimism, organization turn toward the leadership and the role of leader. Due to this, organization tries to test and implement the new type of leadership. One of them is authentic leadership, that has positive impact on individual's commitment toward organization [4]. The authentic leaders taken as a role model of integrity, transparency, authenticity, and character; and they give direction to the employees and explain the meaning to the employee's work and their lives [5]. The individuals will be more committed toward achieving their goals and objectives, if they perceived high level of leader's authenticity [6,7]. Different research studies show that leadership has an impact on organizational commitment [3]. Then it can be stated that organization can be limited to the leadership and the role of leader as a result of organizational optimism.

Employees look toward Authentic leaders, as they turn a role

model of their integrity, character and their authenticity. As leaders give them a path and a positive meaning to the employee's work and lives. [5] The authentic Leadership means to be truthful, honest and being transparent with the others with regard to their beliefs, values and opinion; and building & maintain a positive relationship [4,8,9]. Authentic leadership, in this way, helps employees to achieve their goals and being committed with their organization [6,7]. Many previous studies have proved that the job satisfaction has an effect on the absenteeism [10,11], the job performance [12-14], turnover intention [15] the organizational commitment [16,17], the attitudes toward the organizational change [18], and health [19]. According to Robbins and Judge [20], job attitude is a attitude of the employees toward their job.

The purpose of this study is to investigate the relationship among the Authentic leadership (AL), and Organizational Commitment; and the mediating role of Job Satisfaction on these variables. This study investigates the direct relationship among these constructs. And it may help to show the relationship among 1) authentic leadership and job satisfaction, 2) job satisfaction and organizational commitment; and mediating role of job satisfaction on the relationship of authentic leadership and organizational commitment. The objective is to practically examine extent to which the authentic leadership has effect on the employee job satisfaction and their commitment to their organizational.

The practical implications of this study are for the managers and leaders in organizations, specifically to analyse the impact of the authentic leadership of employee on their job satisfaction, to know and analyze which factors satisfy them and the extent to which they

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feel committed with the organization. Leader plays an important role on the life of the employee, as they gives direction to employees, help them to achieve their goals and objectives. The more authentic the leaders are, the higher the job satisfaction will be; which resulted in the employees higher desire to stay with the organization. As managers and leaders are looking forward to increasing job satisfaction and employee's organizational commitment.

Retaining employees through their job satisfaction is very challenging task faced by the organizations. As there are so many factors that affect the extent to which employees want to stay with the organization. Authentic leadership is one of them. The leader is one of the most important person for the development of the organization. His behavior has a lot of impact toward the employee's satisfaction level that influences organizational commitment. It is very important for the leader to have an ethical relationship with their employees. This study will help to explore the impact of authentic leadership on employees' job satisfaction. The employees desire to stay with an organization arise from their satisfaction with the job. This study will present an important factor and it is very important for leaders and managers in industrial and organizational, to learn about to reduce higher absenteeism, increase productivity and help to main good ethical relationships with organization's employees. The direct relationship of authentic leadership and organizational commitment has been studied many times, but the mediating role of job satisfaction on these constructs have not been explored before.

Literature Review

Authentic leadership

Authentic means "the behavior that displays and encourages positive mental dimensions and a principled climate that cultivates self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency" [4]. The research on the authentic leadership has been a main focus of conceptual and empirical studies, that enhance the level of studies of organizational commitment [5]. The authentic leadership is stated as "the shape of behavior draws from psychological capacities and positive organizational ethics that resulted in more self-awareness, internalized moral, balanced information processing, and transparency of the relationships between the leader and the employees" [4].

Authenticity concept had been around since Aristotle [3]. Authentic Leadership phenomena become point of discussion from the past decade [21]. The authentic leadership referred as the behavior draws from their psychological capacities and the positive ethics of organization that resulted in more self-awareness, internalized moral and the transparency, and balanced information processing of relationships between leaders and the employees [4]. There are four components of the authentic leadership proposed in the *Authentic Leadership Questionnaire* (ALQ) [4]. The instrument validated by Morian et al. [22] in Spain.

Self awareness: It means many aspects of the leaders which contain the self-awareness of leaders about the values, identification, feelings, goals, and objective, in addition to results in their actions on the employees. To know anyone means way greater than to become aware of his mind, the values, and reasons; self-knowledge means to know emotions of one person as well as the knowledge of internal components that are contradictory to each other [5].

Balanced processing: It refers to analyzing data and facts in both externally and self-referentially [8]. So, it's said that the leaders; before

making decision consider and focus on all the information that they have analyzed. It reduces the chances of biasness in their opinion because of self-defense, self-protection or self-evaluation [6].

Moral and ethics: The authentic leaders focus on standard values and ethical behavior toward their interest. [5] This behavior means the the integrated self-regulation.

Relational transparency: The leaders share information openly and maintains close relationship [5]. The transparency is expressed in a way by participating in decisions with clear and with ethical rules [23]. The leadership style based on the behaviors and attitudes of the leaders who have positive impact on their followers; and the models which include the positive behavior to their organizational. This come to discussion as the point of interest in early 21st century, there are many studies conducted on the areas of ethical and transformational leadership [3,8,9,24].

The four dimension model of authentic leadership as (self-consciousness, authentic behaviour, unbiased processing, and authentic relational orientation) has been presented [9]. Many perspectives and definitions of variables have been integrated and further working on the authentic leadership model and the development of follower, more focus is given on the components of the authentic leadership; the self-awareness and the self-regulation. Many factors related with the authentic self-regulation has been identified, such as balanced information processing, internal regulation, the authentic behavior and the relational transparency by the researchers. They evidence that the authenticity is linked with higher emotional cognitive and moral development [8]. According to Walumbwa et al. [4], concept of authenticity [6] has a strong impact on models that were presented by Ilies [9] and Gardner et al. [8]. By considering these studies, the authentic leadership concept presented and redefined by the Walumbwa [4] as "a pattern of leader behavior that promotes both positive psychological capacities and a positive ethical climate, to foster self-awareness, internalized moral perspective, balanced processing of information, and relational transparency in the work of leaders with subordinates, fostering positive self-development" [4]. Each of these dimension describe the behavior of leader and being considered an authentic leader [4]. With regard to self-awareness dimension, the leaders know their strengths and their weaknesses; and the effect of their strnghts and weaknesses on others. The internalized moral perspective, the second dimension; means self-regulating behavior based on their principles and their values except the external pressure. The scale of balanced information processing refers to the ability of leader to set the goals, and the leaders carefully analyzed all the relevant information before they make any decision. Lastly, the relational dimension, means focus on the transparency of the leaders and their ability to create environment of trust among their employees, as well sharing of thoughts and emotions are allowed.

Authentic leadership was initially, consiered to have five distinctive components but related with it. These include self-awareness, domestic regulation (i.e., authentic behaviour), relational transparency, balanced information processing and positive moral perspective. The researcher maintain the both dimensions, internal regulation and his positive moral perspective and these both are tranformed in a single dimension known as moral perspective. This refers as internal force of a leader that help to gain honesty and integrity of behavior, helps in maintaining consistency between actions and values. It is done as the both dimensions have become consistent with the values and the internal standards and is conceptually considered as equivalent [4].

Authentic leadership, from the perspective of individual; is associated with several outcomes such as performance, work engagement, creativity [25] and the job satisfaction [26]. The mediating mechanisms also have been examined such as identification with supervisor, follower empowerment, [27] and their personal recognition [28]. The findings of their study depends on assumption that followers follow authenticity of behavior of their leader and their actions are reflected through their behavior by Avolio [24], Chan et al. [29], Hannah et al. [30] and suggest an increment is possible to the group level in the area of authentic leadership [31]. A investigation has been started to know the extent to which authentic leaders effect the team processes and the outcomes. For example a study investigates the mediated relationship of trust partially between performance of firms and authentic leadership; and relationship of fully meditation between the psychological capital and the firm performance [21]. One researcher investigated that behaviors of authentic leaders transfer toward team members, that predict team performance [32]. While another researcher stated that shared authentic leadership of top management focus on team performance through positive affective behavior [33]. Authentic leadership causes positive relationship between employees and leaders [34] that resulted better attitude, which increase creativity of employees and their performance in result [27,35,36].

Job satisfaction

Job satisfaction is all about feelings of employee toward organization and other different perspectives of it. [37]. It is about how much a person is satisfied and dissatisfied with his work [38]. It represents the feeling of pleasure in the organization. Represent a reflection of convergence between an individual's interest and what is received bby him from organization [39]. Job satisfaction means "positive or pleasant emotional condition resulting from a person's appreciation of his/her own job or experience" [40]. Job satisfaction is attitude of employees toward their job, the reward they get different types of environment of organization, in which they do their working [41]. Fom the perspective of managers and the organizations, the interest in job satisfaction arise because of the relationship between their job performance and their behaviors related to related activities's [42,43].

According to Robbins and Judge [20] the job satisfaction is a general attitude of the individuals toward their job. The relationship between the job satisfaction and the organizational commitment have been inquired in many studies. The effect of the job satisfaction on the organizational commitment is explored for the managers of top class hotels in Aegean, Turkey [44]. Findings of their study show that there is a considerable effect of intrinsic, extrinsic and general job satisfaction on the affective and the normative organizational commitment. The satisfaction of teachers with their dimensions of job on their perceived commitment has been explored in public sector universities of pakistan. Result state that the satisfaction with work, the satisfaction of pay and the supervision have considerably positive effect on the organizational commitment of teachers of universities [45].

From the previous studies, concept of job satisfaction is considered as a motivational aspect or an attitude, a concept as it involves the effectiveness that, the job satisfaction did not face from the modifications in its constitutive dimensions.

The five dimensions of all time were: satisfaction with the payment, with the boss, with job colleagues, with the promotions and with work itself [46]. These factors are mostly the sources of job satisfaction. So it is necessary to highlight the feeling job satisfaction shows how much the individuals feel pleasure and happiness in an organization.

And along with that each factor shows the experience level associated with each factor. According to Almeida and De Paula [47], creation of measurement instrument is not simple task, because it is related to aggregate of multiple elements. According to Siqueira and Rocas [46] Job satisfaction means what has been given by a business in forms of salaries and promotions that satisfy the individual and how much they feel easy and comfortable with their colleagues and bosses, and the tasks that makes him/her happy and gives feelings of happiness and pleasure. With regard to this the possible relationships will be approached between organizational commitment and the turnover intention.

Organizational commitment

Organizational commitment means "the employee's feelings of obligation to stay with the organization: feelings resulting from the internalization of normative pressures exerted on an individual prior to entry or following entry" [48]. According to Allen and Meyer [48] Three forms of the the organizational commitment such as the Affective commitment, it means to be identified with the and the emotional attachment toward organization, with regard to the employees who have high affective commitment stay with organization as they have a desire to stay with it. The continuance commitment based on to recognize the value of employees and their importance for the organization, as consequences attached with if they left the organization. So, the employees having high commitment, stay with the organization for long time period, because only they have desire and they want to stay with it so and the normative commitment refer as the "feeling of responsibility" toward organization.

Early studies of organizational commitment were done in 1960s. According to the commitment was considered as the construct that is caused many types of behaviors of individual, that can be beneficial for organization that limit your future actions. One author defended that high level of employee's commitment can be one of those factor that minimize the turnover results [49]. Organizational commitment is a psychological bond between employee and the organization [50]. Different commitment perspective have been given that employees can be commitment to different factors, such as co-workers, top management, occupation, customers and many other [51]. There is support available for this idea, considering the question for the unidimensional "OC" perspective. Many reformulation on this concept has been done Allen and Meyer [48] Allen and Meyer [52] Alien and Meyer [53].

Organizational commitment is a extent to which employees show their loyalty and support to the organization [39]. A positive correlation is found between commitment and their will to remain with organization [54]. The study of commitment is hugely diversified topic because of its multiple objectives that are linked with it [55]. In Brazil, one study determined that organization focus is predeterminant. Medeiros and Enders [37] According to this research in Brazil, research focus on the purpose of study, the extent to which it is relevant, focus of research and the gap available [56]. The different strands focus on different perspective of investigating the commitment as the behaviors factors or process create the relationship of individual with some specific actions. Different behavioral commitment searches emphasize that past commitment has impact on future choices [57]. Six approaches of commitment have been identified: affective, normative, instrumental, affiliative, behavioral and sociological; However, this variable's study till 1980s has been strongly affected by single dimensional commitment approach and become reason of the widely accepted measure of organizational commitment, questionnaire of organizational commitment [58]. Although, it was considered as a

lot of exploration of the research work in area of commitment and the critics toward model.

Researchers have recommended that authentic leadership predicts many positive behaviors and the attitudes like organizational citizenship behaviors, creativity, psychological capital, job resourcefulness, work engagement, good performance and affective commitment [59-61]. One study investigated that there is highest effect of organizational commitment on employee's attitude toward their organization [18]. One study inquired the relationship between the attitudes of individuals toward the change in organization and the organizational commitment. The findings evidenced that organizational commitment determined the attitudes of individual toward change in organization [62].

Hypothesis Development

Authentic leadership and job satisfaction

One research study investigated that perception of authentic leadership of supervisor of followers has positively influence the follower's job satisfaction [4]. One more study inquired this relationship from the sample of 170 graduated nurses, who paired with those leaders, that considered as to be authentic, they will more engaged in their work and be more satisfied with their work [26]. In his one more study, the researcher inquired that there is a positive relationship between the authentic leadership and the job satisfaction from the sample of 280 nurses [28]. From the diverse results of leadership; from the scientific study perspective, the Job satisfaction is related to the authentic leadership. For example, one study conducted in 11 multinationals inquired that as the supervisors's perceived authentic leadership has positively influenced the job satisfaction of followers' [4]. This relationship was analyzed with the sample of the 170 graduated nurses, investigated that the nurses who are paired with authentic leaders feel more engaged and satisfied [26]. Similarly, from one more study the positive relationship of the authentic leadership and the job satisfaction has been resulted from the sample of 280 nurses by researchers [28]. So, from the studies, the following hypothesis is proposed:

H1: Authentic leadership has positive effect on job satisfaction

Job satisfaction and organizational commitment: Job satisfaction is the individual's feelings and his/her state of mind with respect to their work. Many studies explored the link between the organizational commitment and the job satisfaction. The impact of the job satisfaction on organization commitment is explained [44]. The results show the effect of extrinsic, intrinsic and general satisfaction of job on the normative and the affective commitment. While from one study on the best hotels in turkey, no relationship between job satisfaction and continuance commitment has been found; on the managers of the best hotels [63]. One study investigated the antecedents and the outcomes of behavior that exist to the organizational change and evidence the positive affect of job satisfaction on the organizational commitment. One study state that there are different factors that decide the organizational commitment and the job satisfaction, it is decision of employee's whether they want to leave the organization or remain with it. The best preoccupation to get good organizational commitment is to keep employees motivated. The findings state that the affective bond of the employee with the dimensions of job satisfaction will cause to generate positive results to the organization. The employee with higher level of commitment toward his job, has less chances to leave the organization, that result in the form of lower absenteeism, better performance and increase in productivity [38].

H2: Job satisfaction positively influences the organization commitment

Authentic leadership and organizational commitment: Organizational commitment has been the main focus point of many research studies in past from both academia and practitioner's perspective for employee's retention and the performance. The organizational commitment is defined as "relative strength of a person's recognition and employee's participation in organization". It is categorized in three factors [50]. These factors are as follow: (1) Affective commitment as accept the organization, (2) continuance commitment, as give more efforts in working for organization and (3) Normative Commitment; want to stay with the organization [50]. The difference between the affective and the continuance commitment is explained as; the affective commitment refers to individual's emotional attachment and involvement in an organization, whereas; the continuance commitment means the perceived value of the employee linked with leaving the organization. The normative commitment means obligation of an employee to remain in the organization.

Organizational commitment predict the behavior and attitude of an employees in the organization, it also show how they have positioned themselves in organization and connected with it. Less Research is done in exploring the relationship between the authentic leadership with the organizational commitment. There is direct effect of the authentic leadership on employee's organizational commitment, job satisfaction and work involvement and meaning of work to them [24]. The components of the authentic leadership are: 1) balanced process of information, 2) transparency among relationships, and 3) consistency between rules and principles, their words and actions (i.e., the internalized moral perspective) showed by the authentic leaders cause higher level of employee's commitment, their satisfaction with work and supervisor and willingness to do work [24]. Authentic leaders are transparent in showing their feelings and emotions toward employees, on the other hand they try to control all emotions to decrease unsuitable and devastating behavior that represent negative behavior on the organization. From the assembling part of the model of Meyer and Allen [53], the organizational commitment predicts the behavior of the organizational workers; with which they belong to, and relate to that organization. It has an impact on performance and absenteeism.

Each dimension of organizational commitment model has its history that tell about each individuals' connection with the organization. From given studies of Harter et al. [3], and Walumbwa et al. [4] evidence a direct effect of the authentic leadership on organizational commitment (with regard to affective dimension) because of the behavior of authentic leaders, it has a positive impact on the behaviors and attitude of employees, organizational citizenship behaviours, the advancing commitment, and the performance. These are the reasons that influence the followers to give them feelings of being more committed toward achieving their goals and the objectives that have been set by the employee's perceived authenticity of leader [7]. From the above study, the following hypothesis is formulated:

H3: Authentic leadership has positive effect on the organizational commitment

Job satisfaction mediates the relationship of authentic leadership and the organizational commitment: As it is discussed above that authentic leadership has impact on job satisfaction and; the job satisfaction has direct impact on the organizational commitment. Whereas construct job satisfaction mediates the relationship between

authentic leadership and the organizational commitment. Many Research support that the Job Satisfaction predicts organizational commitment, it's because of the resources that are exchanged between the organization and the members of organization. Some expected future employees introduce the future needs and the goals to and for the organization and their will to share their knowledge, abilities and skills in return for the resources of an organization that satisfy their goals and the needs. One study of Te among the students of part-time investigated a powerful casual relationship between the job satisfaction and the organizational commitment (the lower satisfaction cause the lower level of commitment). Job Satisfaction shows the affective response of an individual toward the different facets of work related activities, and the personal and the organizational factors determined it, i.e., the job characteristics whereas organizational commitment shows the reaction of individual to whole organization. According to research, the perceived favourable and equitable behavior of the individual, that an organization provide an individual by satisfying their need; that state align with foctal organization. However, the more satisfied employees strongly willing to remain with an organization, that leads to positive direct impact on the organizational commitment [45].

Researchers identify a strong and positive association between the organizational commitment and job satisfaction from the data collected from the employees of both the service and the manufacturing industry, and it shows that the job satisfaction predicts organizational commitment [16]. Moreover, the concept that job satisfaction is one function of the organizational commitment, the large body of HRM research evienced it that leads to more support for this evidence [17,64].

H4: Mediating effect of job satisfaction on the relationship of authentic leadership and the organizational commitment

H4.1 Methodology

H4.1.1 Population and sample: Data collected through the questionnaire survey that include the questions about all three variables that are used is in this study. Population of this study consist of 300 employees using the convenience sampling, as the data was gathered from the employees of companies located in Lahore, Punjab. The data were collected from March 2018 to April 2018. Questionnaires was filled by the employees to know the extent they want to stay with organization, their job satisfaction level and organizational commitment (Figure 1).

H4.1.2 Procedure and data collection/(participants): To get filled questionnaire, we visited different organizations and obtain permission verbally from the senior authority. 300 printed questionnaires were distributed among employees. Online questionnaire technique was also used to collect data. For online data collection, requested the people to

fill this questionnaire. The link of questionnaire was posted in some official groups in which most people were jobians. 380 questionnaires were returned with 95% response rate. The questionnaires were administered in English language. After getting permission, we asked the employees to fill our questionnaire. We told the employees about this study. So they filled the questionnaires. Each questionnaire takes average 15 minutes to get filled. *43% of our respondents were male and were 57% females. 86% single and 14% married. From the sample, 49% were between the age of 25-31 and 45% were between the age of 18-24 and 44% having qualification of master and 29% were Mphiled.* The respondents were job holders; working in different government, semi government and private organizations in Lahore, Pakistan. Lahore was selected for collecting data from selected sample because, here people come from all over Punjab for their job purpose. And they belong to bit different cultures and different thoughts. The companies of Lahore are mainly working in different areas of Punjab also having their head offices in Lahore.

H4.2 Instrument

H4.2.1 Authentic leadership: The construct authentic leadership was measured by using ALQ (Authentic Leadership Questionnaire) of 16-items, developed by Walumbwa [4]. The Likert scale that ranged from 1-5, 1) Never, 2) Occasionally, 3) Sometimes, 4) Many times, and 5) Frequently was used.

H4.2.2 Job satisfaction: Job satisfaction was measured through MSQ model consist of 17-items, to analyze job satisfaction. Likert scales ranges from 1) Very satisfied, 2) Satisfied, 3) Neutral, 4) Dissatisfied and 5) Very dissatisfied was used.

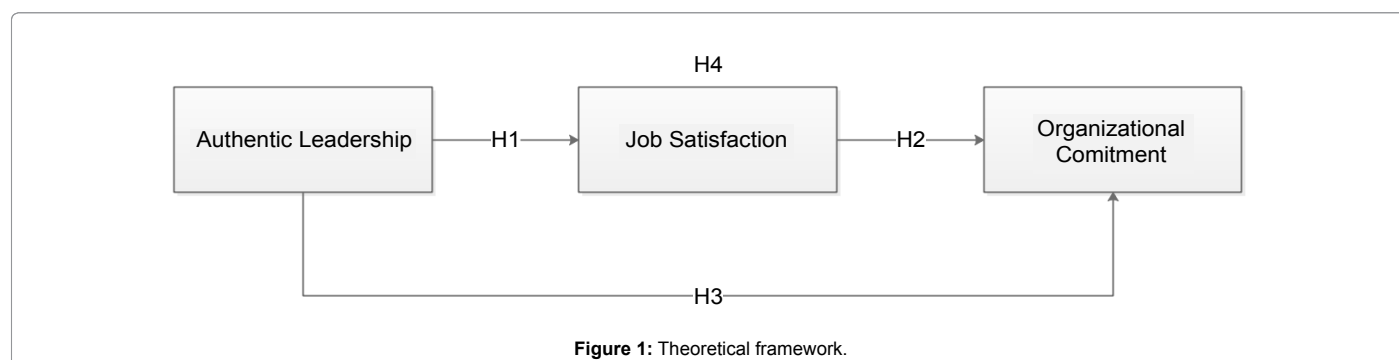
H4.2.3 Organizational commitment: Organizational commitment was measures by 12 items, Likert scale was used that rang from 1) Strongly agree to 5) Strongly disagree.

Results

Data processing

The population and sample size for second study was 300 employees of public and private sector. As all the adopted scales were tested in developed countries, but there are few factors such as culture, internal and external environment and some situational factors that are different in Pakistan than other. So, the illogical responses have been deleted from the responses. We conduct Factor analysis to check the instrument. So, some new factors have been created replacing the existing factors. Results of both the CFA and EFA are as follow:

Confirmatory factor analyses were conducted further to assess the fitness of variables using AMOS's Software. Job satisfaction is unidimensional with good model fitness CMIN/DF=3.148, CFI=0.927,



RMSEA=0.092, GF=0.864, TLI=0.91, RMR=0.056. We conducted EFA reconfirms it, by deleting illogical responses JS6 and JS 8, again it becomes unidimensional. The organizational commitment has three dimensions in actual scale adopted with good model fitness CMIN/DF=2.911, CFI=0.924, RMSEA=0.087, GF=0.909, TLI=0.899, RMR=0.1, but when it was reconfirmed EFA it gives us three dimensions. Similarly, Authentic Leadership has 4 dimensions in its scale adopted, CMIN/DF=2.716, CFI=0.931, RMSEA=0.083, GF=0.885, TLI=0.915, RMR=0.325 but when EFA was conducted, by deleting one item AL4, AL6, AL7, it becomes unidimensional. The results are shown in Table 1.

EFA: Descriptive statistics, exploratory factor analysis (EFA) was conducted through SPSS. Factor analysis was applied further to assess the fitness of the variables, The four categories of Authentic leadership were combined in the two dimensions as hypothesized in this study (Table 2).

CFA: With EFA, there appeared change. Authentic leadership and Organizational commitment we moved toward change. But job satisfaction has become unidimensional. Now, we moved toward new variables, as appeared in the above-mentioned Table 2 for reliability and validity testing; and hypothesis testing.

Moreover again Confirmatory factor analyses were conducted further to assess the fitness of variables using AMOS's Software. As Job satisfaction was unidimensional then after conducting EFA illogical responses JS6 and JS 8 have been deleted and again it becomes unidimensional. After conducting EFA, some change appeared in dimensions. As It is again reconfirmed by deleting two items JS6, JS8, again it's become unidimensional with good model fitness CMIN/DF=3.064, CFI=0.938, RMSEA=0.091, GFI=0.886, TLI=0.921, RMR=0.055.

There was three dimensions of organizational commitment in actual scale adopted with good model fitness but again reconfirm it through EFA it gives us three dimensions by deleting few items, first dimension with OC1, C2, OC4, Second with OC3, OC5, OC6, OC7, OC8, OC12, and Third with items OC9, OC10, OC11. Organizational commitment has 3 dimensions, but with other items as OC1, C2, OC4 named as , Second with OC3, OC5, OC6, OC7, OC8, OC12, and Third with items OC9, OC10, OC11 along with good model fit values CMIN/DF=3.136, CFI=0.918, RMSEA=0.092, GFI=0.915, TLI=0.888, RMR=0.102. Similarly, Authentic Leadership has 4 dimensions in actual scale adopted, but when EFA was conducted, by deleting one item AL4, AL6, AL7, it becomes unidimensional. Similarly, the Authentic leadership has 4 dimensions before EFA, but it becomes unidimensional by deleting 4,6 and 8 with good model fitness as CMIN/DF=3.26, CFI=0.943, RMSEA=0.095, GFI=0.894, TLI=0.926, RMR=0.943 (Table 3).

Reliability and validity

In convergent validity, it is considered that every item must

appeared in its own variable. As all the items are appeared under the same variable in which they are measured, it means convergent validity it achieved.

For discriminate validity, the square root of AVI must be greater than from its correlation with another variable. As shown in the above Table 3. As the square root of AVI of personal commitment is 0.75 correaltion with 0.337** that is significant. The square root of AVI of value is 0.6992 with high correlation 0.620** of ethical commitment. Similarly, the AVI square root of ethical commitment is 0.78 correlation -136* with authentic leadership. As the square root of authentic leadership AVI is 0.7818 with job satisfaction correlated value -0.155** and the square root of job satisfaction is 1.3724 with correlation value of authentic leadership.

Descriptive analysis

Cronbach's alpha is commonly used to test internal consistency/reliability. If a value is less than 0.6 then its considered poor, whereas those values that are in the range of 0.7 are being accepted, and values over 0.8 are considered good [65,66]. According to the above-mentioned criteria, all the values are acceptable. Moreover, the average variance (AVI) obtained is considered important for discriminant validity. The explained variance of construct is measured by AVI (average variance extracted), as it's the square root of the average variance extracted that should be larger than the correlation of the construct along with any of the other constructs [67]. The square roots of the average variance extracted are not very high, but they are greater than the correlation of the variables, that is confirming construct validity [68-70] (Table 4).

Hypothesis-retesting

After deleting three items from authentic leadership AL 4, AL 6, AL 7 and two items JS6 and JS8 from job satisfaction and creation of new dimensions in organizational commitment, hypotheses are again re-tested through Hayes Model 4 with 5000 bootstrapping. Hypothesis H1, H2, H4 are significant and H3 is in-significant and give the same results as in study 1. LLCI and ULCI does not contain zero (0), so the hypotheses are supported. And, full mediation is proved through process [71,72] (Tables 5 and 6).

Discussion and Conclusion

The main purpose of this study is to study the impact of authentic Leadership on organizational commitment, as job satisfaction mediates their relationship. The data was collected by jobians to completely understand the impact of variables. Two studies were conducted. Four concepts were tested, H1: AL affect JS, H2: JS affects OC, H3: AL has an effect on OC, H4: JS mediates the relationship of AL and OC [73].

The results of study 1 shows that all the hypotheses are supported excerpt H3. Authentic Leadership does not effect directly. As full mediation is found in the relationship. Authentic Leadership has an

	CMIN/DF	CFI	RMSEA	GF	TLI	RMR
Organizational Commitment original factor CFA	2.911	0.924	0.087	0.909	0.899	0.1
Organizational Commitment Current factor CFA	3.136	0.918	0.092	0.915	0.888	0.102
Authentic Leadership Original factor	2.716	0.931	0.083	0.885	0.915	0.325
Authentic Leadership current CFA	3.26	0.943	0.095	0.894	0.926	0.943
Job Satisfaction Original CFA	3.148	0.927	0.092	0.864	0.91	0.056
Job Satisfaction current CFA	3.064	0.938	0.091	0.886	0.921	0.055

CMIN: Chi Squared; df: Degree of Freedom; CFI: Comparative Fit Index; RMSEA: Root Mean Square Error of Approximation; GFI: Goodness of Fit Index; TLI: Tucker Lewis Index; RMR: Root Mean Square Residual

Table 1: Results of confirmatory factor analysis.

Organizational Commitment Pattern Matrix			
	Component		
	1	2	3
Ethical Commitment			
I am proud to tell others that I am a part of this organization.	0.982		
I feel a sense of "ownership" for this organization rather than being just an employee.	0.882		
What this organization stands for is important to me.	0.819		
I talk up to my friends as a great organization to work for.	0.808		
The reason I prefer this organization to others is because of what it stands for, its values.	0.587		
In order for me to get rewarded around here, it is necessary to express the right attitude.	0.534		
AVI=0.6159, SQRT=0.7848			
Value Related			
If the values of this organization were different, I would not be as attached to this organization.		0.884	
My attachment to this organization is primarily based on the similarity of my values and those represented by the organization.		0.576	
Since joining this organization, my personal values and those of the organization have become more similar.		0.569	
AVI=0.4792, SQRT=0.6923			
Personal Commitment			
Unless I'm rewarded for it in some way, I see no reason to expend extra effort on behalf of this organization.			0.856
My private views about the organization are different than those I express publicly.			0.706
How hard I work for the organization is directly linked to how much I am rewarded.			0.672
AVI=0.5605, SQRT=0.7486			
Authentic Leadership			
My leader: [Accurately describes how others view his/her capacities.]	0.910		
My leader: [Know when it is time to reevaluate his/her positions on important issues.]	0.897		
My leader: [Seeks feedback to improve interactions with the others.]	0.886		
My leader: [Shows he/she understands how specific actions impact others]	0.867		
My leader: [Listens carefully to different points of view before coming to conclusions]	0.835		
My leader: [Analyzes relevant data before coming to a decision]	0.822		
My leader: [Makes difficult decisions based on high standards of ethical conduct]	0.820		
My leader: [Solicits views that challenge his/her deeply held positions]	0.799		
My leader: [Asks you to take positions that support your core values]	0.784		
My leader: [Encourages everyone to speak their mind]	0.761		
My leader: [Displays emotions exactly in line with feelings]	0.599		
My leader: [Admits mistakes when they are made]	0.585		
My leader: [Says exactly what he/she means.]	0.449		
AVI=0.61133, SQRT=0.78188			
Job Satisfaction Factor Loading			
How 2 are you with your: [Working hour]	1.08		
How 2 are you with your: [Extrinsic Rewards]	1.41		
How 2 are you with your: [Autonomy/Independence]	1.49		
How 2 are you with your: [Recognition]	1.37		
How 2 are you with your: [Organizational Structure]	1.52		
How 2 are you with your: [Status]	1.32		
How 2 are you with your: [Job Security]	1.34		
How 2 are you with your: [Company Policies]	1.47		
How 2 are you with your: [Co-workers]	0.91		
How 2 are you with your: [Top Management]	1.45		
How 2 are you with your: [Supervision]	1.17		
How 2 are you with your: [Promotion]	1.49		
How 2 are you with your: [Training & Development]	1.57		
How 2 are you with your: [Communication]	1.38		
How 2 are you with your: [Nature of work]	1.45		
AVI=1.88348, SQRT=1.3724			

Table 2: Results of exploratory factor analysis.

	CMIN/DF	CFI	RMSEA	GF	TLI	RMR
Organizational Commitment original factor CFA	2.911	0.924	0.087	0.909	0.899	0.1
Organizational Commitment Current factor CFA	3.136	0.918	0.092	0.915	0.888	0.102
Authentic Leadership Original factor	2.716	0.931	0.083	0.885	0.915	0.325
Authentic Leadership current CFA	3.26	0.943	0.095	0.894	0.926	0.943
Job Satisfaction Original CFA	3.148	0.927	0.092	0.864	0.91	0.056
Job Satisfaction current CFA	3.064	0.938	0.091	0.886	0.921	0.055

Table 3: Results of confirmatory factor analysis.

	Cronback alpha	Mean	Std. Deviation	PC	Value	EC	AL	JS
PC	0.615	2.8693	0.98982	0.75				
Value	0.597	2.6049	0.91630	0.337**	0.6992			
EC	0.891	4.7863	1.99178	0.304**	0.620**	0.78		
AL	0.946	2.8059	0.99129	0.155*	-0.131*	-0.136*	0.7818	
JS	0.948	2.3949	0.87359	0.193**	0.380**	0.554**	-0.155*	1.3724

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

PC: Personal Commitment; EC: Ethical Commitment; AL: Authentic Leadership; JS: Job Satisfaction

Table 4: Descriptive and correlation analysis.

	Coff.	se	T	p	LLCI	ULCI	Decision
AL-JS (H1)	-0.1362	0.0551	-2.4728	0.0141	-0.2446	-0.0277	Significant
JS-OC (H2)	0.6360	0.0670	9.4955	0.0000	0.5041	0.7679	Significant
AL-OC (H3)	-0.0928	0.0679	-1.3660	0.1732	-0.2266	0.0410	In-significant

Table 5: Hypothesis testing.

Direct effect of X on Y						
Effect	SE	t	p	LLCI	ULCI	Decision
-0.0062	0.059	-0.1048	0.9166	-0.1224	0.1101	In-significant
Indirect effect of X on Y (H4)						
Effect	Boot SE	Boot LLCI	Boot ULCI			
-0.0866	0.0439	-0.1606	-0.0026			

Table 6: Mediation analysis (H4).

impact on Job satisfaction. If the leader is transparent, honest and supportive, it will ultimately makes employees satisfied. So, they will work with more motivation and pleasurable feelings. Similarly if, the employees are satisfied: their desire to stay with organization will increase. They become committed to the organization. The authentic leadership does not have any direct impact on organizational commitment. But has indirect impact. That is evidence of mediation.

In study 2, factor analysis was conducted. The organizational commitment that has three dimension, but when it was reconfirmed through EFA, it again gives three dimensions. But when job satisfaction and authentic leadership was reconfirmed. In job satisfaction, by deleting two items JS6 and JS8, it again becomes unidimensional. In authentic leadership, as originally it has four dimensions, but by deleting three items AL4, AL7, AL8 it becomes unidimensional. So a new scale has been appeared. The discriminant and convergent validity has been checked. That tells us that items fall on the same dimensions in which they should be. Their descriptive and regression analysis was conducted. Again Hayes's Process Model, model 4 was run to re-test our hypothesis. In study 2 again, all the hypothesis were supported except H3; direct effect of independent variable on dependent variable. The full mediation is supported by the results. Study shows that this leadership style has strong effect on job satisfaction, that ultimately results in an increase in organizational commitment of employees.

This study is helpful for both academics and professionals. As for academics, this study increases the understanding of relationship of various variables in eastern work setting. As for professionals, manager

and, leaders, human resource managers and academia. It helps them to make better decisions and helps them to understand leadership style. If, the leader is authentic, transparent and honest, it increases employee's job satisfaction. They will be satisfied their job and want to work more. Moreover, indirectly authentic leadership helps to increase the desire of employees to stay with organization. Authentic leadership has indirect impact on organizational commitment through job satisfaction. To increase in employees commitment to their organization, it is necessary to design an effective and efficient incentive programs and redesign their job with the passage of time. This research will prove beneficial for the managers and leaders of the industry as it gives important insights regarding the impact of authentic leadership on organizational commitment while studying the impact of the job satisfaction factors on organizational commitment [74].

Limitation and Future Direction

The present study has many limitations. As firstly, the sample size is confined to specific area. It can be increased by doing research in other areas of Pakistan and in other Asian countries. This study cannot be generalized. So, it will be worthwhile to study these variables on broad and different sample. Second limitation was that the survey used for data collection was lengthy for three variables. So it gives less reliable results. So generalizability of this study is limited. Thirdly, the sample for this study fall between the range of 3-5 years. It is very limited as the study is based on those who are starting their career and does not show the actual results of those who have higher experience. Fourthly, In conducting factor analysis, the items which fall below standard, the 3

items of authentic leadership variable has been deleted and it becomes unidimensional from originally having four dimensions. Similarly, by deleting 2 items from job satisfaction it again becomes unidimensional. And in organizational commitment, without deleting any item it gives 3 new dimensions. So further study is needed to investigate these constructs in new environment.

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