

IMPACT OF AUTHENTIC LEADERSHIP ON EMPLOYEES' KNOWLEDGE SHARING BEHAVIOR

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Abstract

Authentic Leadership is the key factor of an organization as it emphasizes on many other factors such as confidence level of employees, knowledge sharing behavior of the organization any many other things. In this research we are working on the Type of tasks given by the leaders to the employees, this variable helps the leaders to work in an effective manner and employees to be more productive. Our research objective is to provide opportunities to the employees so they can access new skills and to improve their self-efficiencies. Authentic Leadership is the variable that is dependent on the independent variables that are knowledge sharing behavior, workgroup identification and types of tasks are independent variables. The targeted market will be the managers (middle line especially) and sample size will be 50. Our questionnaire is made up for self-awareness, relational transparency and balanced processing SPSS was used to perform the statistical analysis. Each hypothesis was tested; multiple regression analysis was performed. The basic goal of this study of our research was to explore the relations of authentic leadership with employees' knowledge sharing behavior and possible intermediate process. The results were that authentic leadership (AL) has a positive collaboration with employees' workgroup identification, i.e. leaders who can easily grab the attraction of their employees' workgroup identification are those who display a more aware, balanced, ethical, and transparent behavior.

Keywords: Authentic leadership, Employees knowledge, Group identification.

Introduction

Overview and Background:

Leadership authenticity arouse interest by the self-awareness, acceptance, knowledge, actions and relationships. Some authentic relationships are supported by transparency, trust, integrity and high moral standards. (Avolio & Gardner, Authentic leadership development: getting to the rootof positive formsof leadership, 2004)

In the studies conducted before researchers have shown that when employees foresee a leadership with great moral, which can be relied on and focused on developing their collaborators, it is more likely to them share their knowledge (Bryant, Cabrera, & Cabrera, 2003).

Psychology defines Authentic Leadership as the personal experiences some have such as thoughts, emotions, values, beliefs, preferences in order to carry themselves to work effectively in an organization. (Gardner, Avolio, Luthans, May, & Walumbwa, 2005)

Authentic leaders are very much aware of their thoughts and actions especially when it comes to the profitability of the organization. Furthermore, authentic leaders perform their actions with their personal beliefs to create the credibility and trust with the followers and with top management as well. (Avolio, Gardner, Walumbwa, Luthans, & May, 2004). Authenticity is built through four main components (Wong & Cummings, 2009).

- Self-awareness is focused on the strengths and weaknesses, emotions and values.
- Relevant informative on or objective acceptance of attributes is based on the fair processing.
- Acting or authentic leadership according to your true self.
- Striving to achieve openness and honesty in intimate relationships is the relational authenticity.

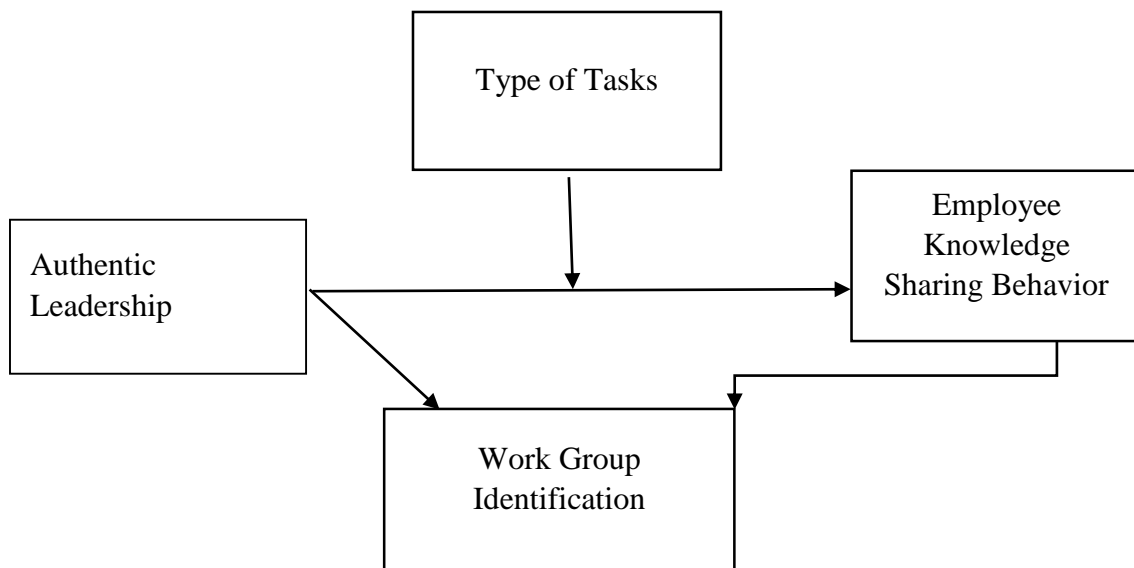
It's the responsibility of leaders to act as a true "architect of knowledge" and to train members of the organization through the enhancement of vision shared and mission, providing resources and facilities to the team members, assigning authorities and celebrating success. (Crawford, 2005).

It contributes in the supporting employee's knowledge sharing behavior like the sharing and use of knowledge. The creation of knowledge is growing with reflection, criticism and queries related to the way organization operates, thinks and handles the information. On other hand process of sharing knowledge, leadership authenticity collaborates acting as a facilitator and promoter of promotions and relationships.

Problem Statement:

Our research has some limitations that should be taken into consideration. The main one is that we have used Quantitative research which means that there are 400 questionnaires to gather the data about the effect of Authentic Leadership on knowledge sharing behavior employee. Second limitation is the data will be collected from Karachi only. Furthermore, we are dealing with only 13 questions because the people who have to fill the questionnaires are little bit strict or busy with their schedules. Last but not the least, the variable on which we

have worked is Type of Tasks which means that Leaders giving different type of tasks to their team are more likely to have an effective coordination and approach with their team as compare to the leaders who doesn't give opportunity to their team by giving various tasks.



Research Objectives:

The purpose and focus is to provide members of their team with opportunities to develop collective intuition so that the team members can grow and build their abilities for the betterment of their organization. To groom the knowledge, acquire new skills so that company's productivity may increase in an effective way. To enhance individual and collective self-efficacy so everyone can perform individually as well as in group. To develop your self-awareness and emotional intelligence in order to have the knowledge of the task which have been given to the members. To access an empowering leader by providing and creating greater confidence in your abilities and capabilities so that leaders can motivate their team members to work in effective and efficient manner. To adapt your leadership style to different scenarios, while remaining true to your values and purpose in order to work in a diverse environment but not forgetting the core values of the organization. To learn from feedback and daily challenges so that in future, task should be done on time and mistake can be corrected before it is made. To empower the lead with integrity through difficult and pressure-filled challenges and situations so that such situations can be handled without any panic. To identify the new high potentials and market mapping so there is some knowhow of the competitors and the tactics of how to compete with them. To enhance mutual support and the opportunities for the employees especially the team members so that everyone could get equal opportunities and responsibilities for the projects.

Literature Review

Dependent Variable:

Employee's knowledge Sharing Behavior:

"Knowledge sharing behavior in work settings refers to employees' acts of making available their own knowledge, which is relevant for the achievement of goals and necessary

to collaborate with others when solving problems, developing new ideas, or improving procedures. Sharing knowledge is not only sharing encoded information, such as production specifications, but also personal knowledge resulting from experiences in current or previous settings. A basic feature of knowledge sharing behavior is that it implies a conscious and voluntary action by the individual who possesses the knowledge." (Ipe, Kim , & Lee , 2006) (Wang & Neo, 2010)

Independent Variables:

Authentic Leadership:

"It is understood as a pattern of leader's behavior, who are characterized by high levels self-awareness, balance in decision making, and transparent communication, who prioritize collective interests and the development of their collaborators at all times." (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008)

Work Group Identification:

"The theory of social identity explains that, when individuals identify with the group, a feeling of belonging is generated that motivates their behavior toward group goals (Tajfel, 1982). The theoretical model of AL (Avolio, Gardner, Walumbwa, Luthans, & May, 2004) proposes that authentic leaders are capable of developing organizational and workgroup identification in their collaborators by creating a profound sense of morality and displaying high levels of honesty and integrity in their interactions with them." (Avolio, Gardner, Walumbwa, Luthans, & May, 2004)

Work group identification works as a Mediator which means it explains the relationship between the dependent variable and the independent variable. It explains the relationship of Authentic Leadership with Employees Knowledge Sharing Behavior.

Types of task:

"The type of task in an organization is referring to the multi-tasking ability of employees. If they are given just a one task so they may get rid of it and maybe employee turnover rate will increase. In order to retain it and to have a competitive environment, leaders must engage their team in different tasks."

Type of tasks works as a moderator in our model which means the effect of Authentic Leadership with Employees Knowledge Sharing Behavior. Type of tasks also includes the way of doing work in an innovative and creative way.

"Creativity involves production of fresh and valuable concepts relating to goods, services, procedures, and processes (Madjar, Oldham, & Pratt, 2002) Leadership is a feature that empowers employees to promote creativity and innovation with the proper feedback and they also provide various tasks or responsibilities so that they can assist or evaluate the performance of individuals (Muceldili, Turan, & Erbil , 2013)"

Relationship between Variables:

Relationship between Employees knowledge sharing behavior with Authentic Leadership:

ALs provide the members of their team with opportunities to develop collective intuition, expand their knowledge, learn from others, acquire new skills, and improve individual and collective self-efficacy. Authentic leaders encourage the team members to share their innovative ideas and knowledge so that no one can degrade themselves.

H1: ALs will be positively associated with employee's knowledge sharing behavior.

Relationship between Works groups Identification task with Authentic Leadership:

Work Group Identification is our mediator which shows the relationship of Authentic Leadership with Employees Knowledge Sharing Behavior. As an Authentic Leader one needs to emphasize on identification of the work group so they could encourage employee's knowledge sharing behavior. AL model proposes that authentic leaders are capable of developing organizational and workgroup identification in their collaborators by creating a profound sense of morality and displaying high levels of honesty and integrity in their interactions with them. Therefore, self-awareness, objectivity when analyzing information, as well as ethics and transparency, shown by authentic leaders when managing their respective work units will positively stimulate the identification of their collaborators with the workgroup.

H2: ALs will be positively associated with employees work group identification.

Relationship between Types of tasks with Authentic Leadership:

In our research model, type of tasks is our Moderator which explains the effect of Authentic Leadership on Employees Knowledge sharing behavior. Simply it tells us that if the leader gives various tasks to the employees so they can enhance their knowledge and they can perform as a multi-tasker. ALs gives different task or duties to their team so that everyone can have opportunities to engage in work and to perform in an effective manner. In this way organization can easily evaluate the performance of each and every individual. Furthermore, employees can experience variety of duties. The idea of Type of tasks 'Authentic leaders are deeply aware of their values and beliefs. They are self-confident, genuine, reliable and trustworthy. They focus on building followers' strength, broadening their thinking and creating a positive and engaging organizational context. Authentic leaders strive to create an open and truthful environment where everyone can express true thoughts and ideas and in order to justify this act authentic leaders give different type of responsibilities to their team so everyone can learn and work in a diversity of working environment.

H3: ALs will be positively associated with type of tasks.

Methods of data collection

Self-Explanatory:

The data of our research was designed to check the impact of Authentic Leadership on Employees knowledge sharing behavior and other factors as well. Basically this research shows the authenticity of leadership in an organization that how leaders encourage their team to work effectively and efficiently. So it is obvious from our topic that we will collect the data from Middle line and Front line managers because these 2 groups have experienced these things more often. In this research we have distributed 400 questionnaires, mainly from Human

Resource Department especially from Middle line managers. They were requested to fill 30 questions which were related to Authentic Leadership, Employees Knowledge Sharing Behavior, Type of Tasks and Work Group Identification.

Sampling:

Sampling techniques:

The technique which we have used in our research is probability sampling. A technique in which every unit in the population has a chance (greater than zero) of being selected in the sample, and this probability can be accurately determined. The combination of these traits makes it possible to produce unbiased estimates of population totals, by weighting sampled units according to their probability of selection. Moreover, we have 400 questionnaires in total by the help of it we will gather our data and work on it.

Sampling Size:

The sample size of our research is 400 respondents, we will try to gather data from 400 respondents but the maximum number we have selected is 250-280. We will have 300 printed questionnaires and 100 online questionnaires.

Sampling profile:

Sampling profile is the profile of the respondents. In our research our respondents are middle line and front line managers because the topic reflects itself i.e. impact of authentic leadership on employee’s knowledge sharing behavior.

Result

Table Number: 01descriptive Analysis Frequency Tables:

VARIABLE	CATEGORY	SAMPLE SIZE	%
GENDER	MALE	174	58.6
	FEMALE	122	41.1
	20-30 years	74	24.9
AGE	30-40 years	52	17.5
	40-50 years	8	2.7
	51 above	5	1.2
	5000-10,000	12	4
INCOME	10,000-20,000	16	5.4
	21,000-30,000	32	10.8
	Others	1	0.3
	Bachelors	200	67.3
QUALIFICATION	Masters	78	26.3
	PHD	4	1.3
	Others	14	4.7

EXPERIENCE	1-3 years	164	55.2
	4-6 years	72	24.2
	7-10 years	30	10.1
	Above 10 years	30	10.1

Table 1.1 shows the demographic part of our research. The data was gathered from middle line and front line managers. It is also gathered from post and undergraduate students as they have worked as an internee in some organization out of which 58.6% were male and 41.1% were female. There were more respondents from the age of 20-30 years which is about 24.9% as I've many contacts with my age people. Lastly, the more income respondent ere about 10.8% which lies in 21,000-30,000.

Table Number: 02 CFA (Confirmatory Factor Analysis)

The results are accurate as they show Cronbach's Alpha values to be above than 0.7 (0.982). It shows that the questionnaires internal consistency to predict the results is better. Whereas, AVE values are above 0.50, CR values are also above 0.7 which shows accurateness, while the discriminant validity i.e. MSV and ASV is also as per the required standard which shows that all the instruments are explaining the result in the right way.

Construct/Indicators	Standardized Factor Loading (CFA-AMOS)	Construct Reliability		Construct Validity		
		Cronbach's alpha	Composite Reliability (CR)	Convergent Validity Average Variance Extracted (AVE)	Discriminant Validity Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
Authentic Leadership						0.97
AL1	0.93	0.784	0.970	0.888	0.97	&
AL2	0.94				0.97	
AL3	0.94				0.9409	&
AL4	0.96				0.9409	
					0.9409	
Employees Sharing Behavior						0.97 & 0.95065
SB1	0.92	0.797	0.928	0.865	0.98	
SB2	0.94				0.9409 &	
					0.9604	
					0.9604	
Work identification						
WI1	0.94	0.616	0.955	0.842	0.98	&
WI2	0.89				0.97	0.95065
WI3	0.91					

WI4	0.93	0.9604 & 0.9409
		0.9604

Reliability and Construct Validity Thresholds: *[Suggested by Fornell and Larcker (1981)]*

$\alpha > 0.70$ (Nunnally,1967)	CR > 0.70	i) AVE > 0.50 ii) CR > AVE	MSV < AVE	ASV < AVE	<
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Table Number: 03 Model Fitness

In order to measure the model there are some standards or mark set. This study has taken seven indices which are Chi-square/df, P. Value, Goodness-of-Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index, Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA). Mostly the values reached threshold of Hair et al., (2006) but AGFI, GFI were found to be slightly low. After modification values almost reached the mark point i.e. GFI is almost up to the mark whereas AGFI is slightly lower but has improved.

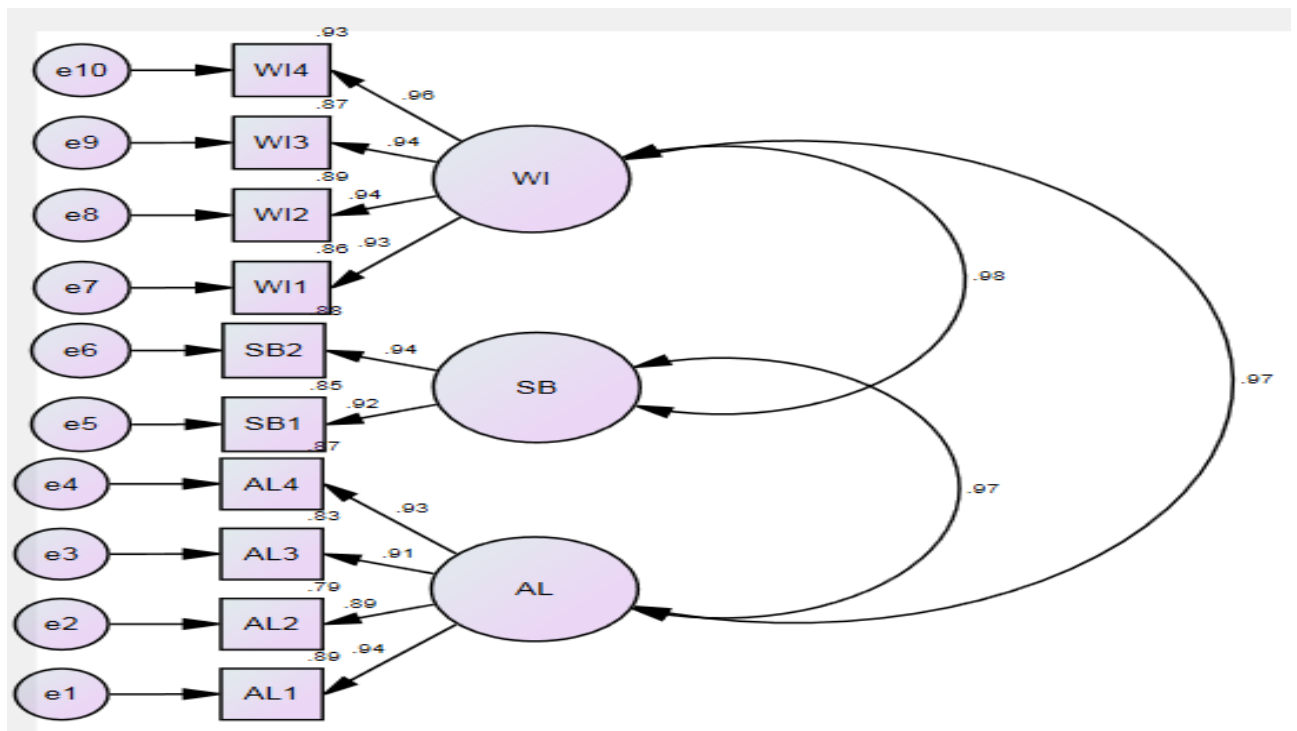


Figure 1.1 Before Modification:

Chi- square/df	P-Value	GFI	AGFI	CFI	TLI	RMSEA
3.356	.000	.930	.879	.983	.977	0.089

The value of chi-square should be less than 3, but before modification indices the value was greater than 3. P-value should be 0 and we got the correct p-value. GFI is greater than 0.90 and it's acceptable. AGFI is not accepted because it is less than 0.90. CFI is greater than 0.90

so it is accepted. TLI is also greater than 0.90 so it is accepted. RMSEA is 0.089 so it is rejected as we accept 0.08.

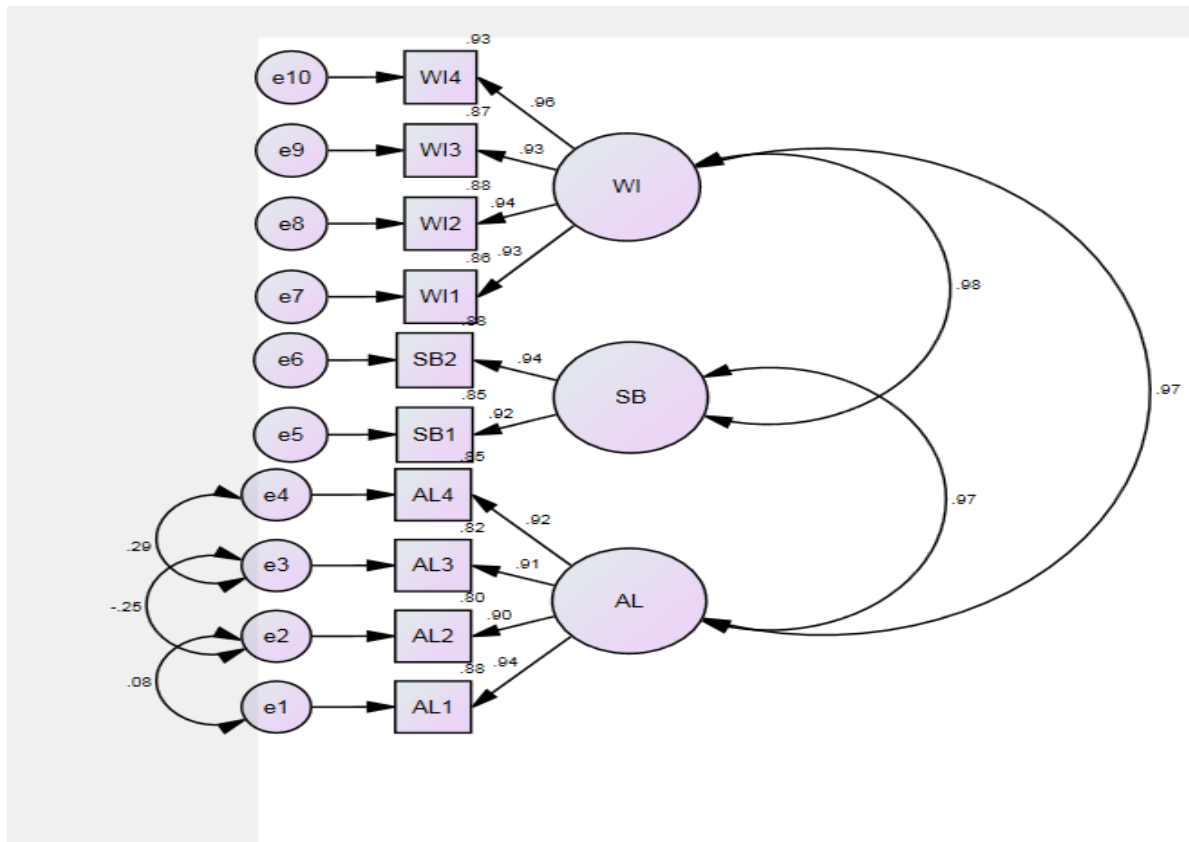


Figure 1.2 After Modification Indices:

Chi- square/df	P-Value	GFI	AGFI	CFI	TLI	RMSEA
2.291	.000	.955	.915	.992	.987	.066

The value of Chi-square is less than 3 and our result shows it 2.291 so it is accepted. P-value is accepted. GFI is greater than 0.09 i.e. 0.955 which is accepted. AGFI is also greater than 0.09 so it is reliable. CFI is 0.992 so it is accepted. TLI is greater than 0.09 i.e. 0.987 so it is accepted and RMSEA is less than 0.08 i.e. 0.066.

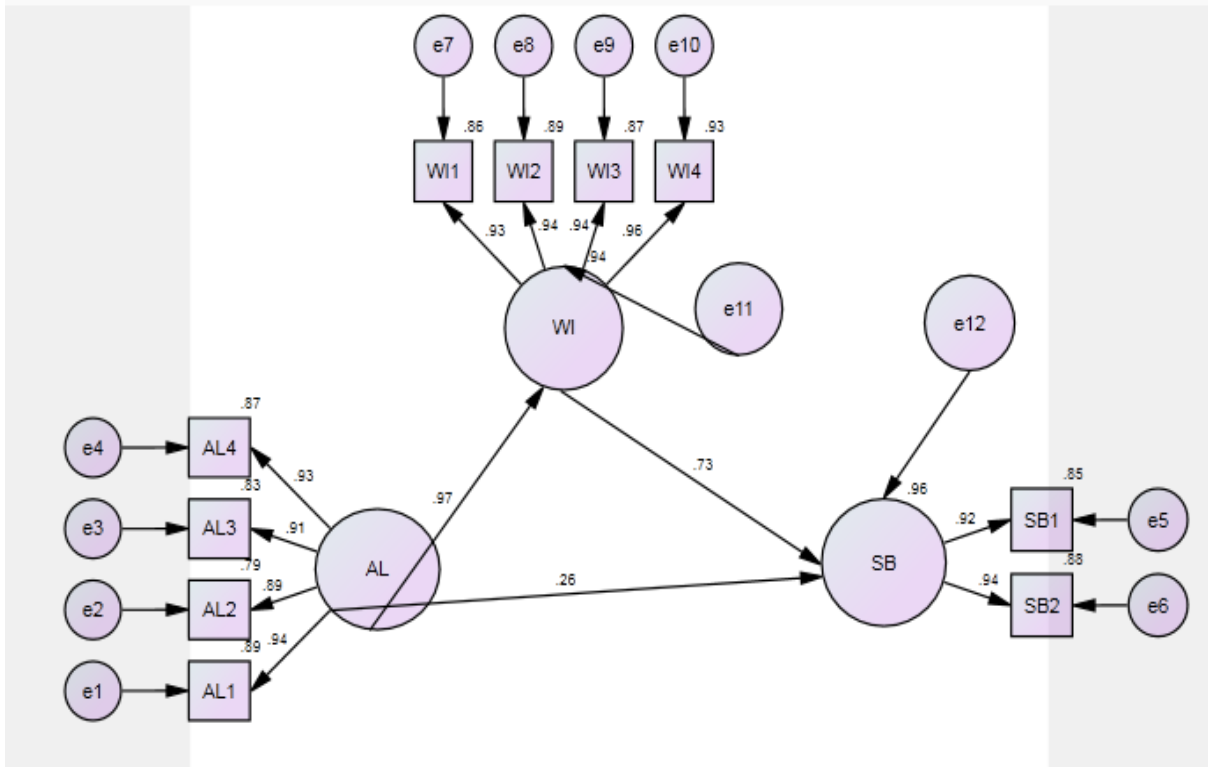


Fig.2.1 (model of mediation showing the effect of mediation on variables)

Standardized Indirect Effects (Group number 1 - Default model)

	AL	WI	SB
WI	.000	.000	.000
SB	.710	.000	.000

Standardized Indirect effects:

The Standardized Indirect Effect of Workgroup Identification has some effect on Authentic Leadership and Employees Knowledge Sharing behavior. Furthermore, Employees Knowledge Sharing Behavior doesn't have any effect on Authentic Leadership but it has an effect on Workgroup Identification. Hence it shows a true mediation.

Standardized Direct Effects (Group number 1 - Default model)

	AL	WI	SB
WI	.972	.000	.000
SB	.255	.731	.000

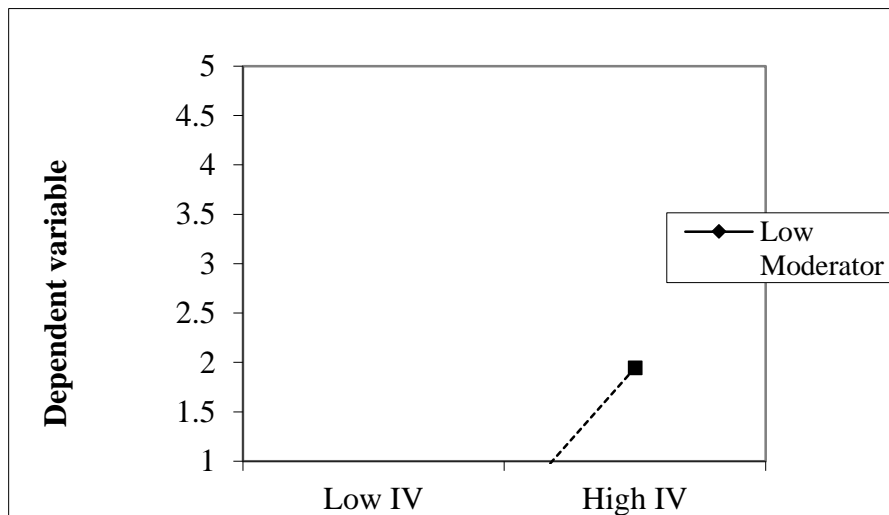
Standardized Direct effects

The standardized effect of Workgroup Identification doesn't have any effect on Authentic Leadership but it does have an effect on Employees Knowledge Sharing Behavior. Whereas, our dependent variable Employees Knowledge Sharing Behavior doesn't affect our independent variable Authentic Leadership and our mediator Workgroup Identification. Hence it shows true mediation.

Hypothesis Testing:

Hypothesis Testing	B	P	Support
H1: Authentic Leadership will be positively associated with employee's knowledge sharing behavior.	0.248	0.064	No
H2: Authentic Leadership will be positively associated with employee's workgroup identification.	0.988	0.000	Yes

Graph 1.1



Moderator:

	R	R2	ANOVA	UNST B	Sig Values
Constant	.910	.828	.000	.070	.711
IV				.858	.000
ToT				.397	.014

The value of R is 0.910 and the value of R2 is 0.828. The value of UNST B is gradually increasing and decreasing.

After Moderator:

	R	R2	ANOVA	UNST B	Sig Values
Constant	.911	.829	.000	-.022	.912
IV				.863	.000
ToT				.477	.005
Inst				.063	.168

The value of r increases which is 0.911 and R^2 is 0.829. After moderation the value of UNST B gradually increases and decreases and same for Sig values.

Hence it shows that Type of task doesn't have any effect on Authentic Leadership.

Recommendation, Limitations & Conclusion

Limitations:

However, our study has some limitations which has to be taken into account. Our research was correlational study as it was identifying the relationships between the variables, so in future the research should be done on cross sectional study to have a good study on the data. Secondly, working environment is a variable which could be worked on, so, it should be the part of the future research in order to have a better and efficient result in this area. Lastly, future resources could use the other sources of data collection, such as top Management to have authentic and effective results. (Nonaka & Takeuchi, 1995)

Moreover, data should be collected from different companies located in different areas or towns so that people can express their perspectives and point of views, because the prospective of the research is such that it is based on the studies of the leadership which is basically a part of the organizational human resource so if we gather data from some organization it could be more authentic. Then there was another limitation that our model was not a comprehensive one because we gathered a précised data and worked on limited variables whereas, authentic leadership is a vast field and in management there are many variables which could be worked on and make a comprehensive study for future research. (Krogh, Nonaka, & Rechsteiner, 2012)

Recommendation:

Recommending for our model of research there are many things which could be a part of future research, like firstly one of the variable working environment could be worked on, in the future research because working environment does put a strong impact leadership in any organization. Then a comprehensive study could be done in order to get more detailed knowledge about the Human resource.

Conclusion:

By the help of different studies and researches we conclude that leadership is essential for the organization especially when it comes to team work and knowledge sharing behavior. Our study suggests the type of leadership that should be developed in organizations, and the type of processes and environments to foster in the work units to stimulate acts of sharing knowledge among the members, so it is useful with a view to developing strategies aimed at stimulating knowledge sharing among the employees, and so to achieve better organizational results.

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