



# A Model on Authentic Leadership in The Light Of Hope Theory

## Umut Teorisi Işığında Otantik Lideri Üzerine Bir Model

**Elif BAYKAL<sup>1</sup>**

**ARAŞTIRMA MAKALESİ**

### **Abstract**

In this study, we embraced a positive psychology perspective in explaining how hopeful employees can be created by benefiting from authentic leadership style, an empowering, transparent and nourishing leadership style that is encouraged by positive organizational behavior scholars. In order to understand this leadership style's effects on followers perceived organizational support and hope we built a model explaining effects of perceived organizational support as a mediator in the relationship between authentic leadership and hope felt by followers. We tested this model on 237 white collar workers in service industry in Istanbul region. We preferred face to face survey method and we analyzed our data in SPSS 20.0. Results of the study showed that authentic leadership behavior has statistically significant effects on both perceived organizational support and hope and results confirmed that perceived organizational support acts as a moderator in the relationship between authentic leadership behavior and hope felt by followers.

**Keywords:** Authentic Leadership, Psychological Capital, Hope, Perceived Organizational Support

### **Öz**

Bu çalışmada, pozitif örgütsel davranış bilimi araştırmacıları tarafından teşvik edilen ve çalışanı güçlendirici, çalışanlara karşı şeffaf ve çalışanların gelişimlerini besleyici bir pozitif liderlik tarzı olarak bilinen otantik liderlik tarzı vasıtası ile umutlu çalışanlar yaratabilmenin mümkün olduğu, pozitif psikoloji bakış açısı ile ele alınmaktadır. Söz konusu liderlik tarzının takipçiler üzerindeki etkilerini anlamak için, algılanan örgütsel desteğin, otantik liderlik ile takipçiler tarafından hissedilen umut duygusu arasındaki ilişkideki olası arabulucu etkisini açıklayan bir model oluşturduk. Bu modeli İstanbul bölgesinde yer alan ve hizmet sektöründe faaliyet gösteren firmalarda çalışan 237 beyaz yakalı işçi üzerinde test edildi. Çalışmada, veri toplama aracı olarak yüz yüze anket yöntemi tercih edilmiş ve veriler SPSS 20.0 istatistik programında analiz edilmiştir. Araştırmanın sonuçları, otantik liderlik davranışının hem algılanan örgütsel destek hem de umut üzerinde istatistiksel olarak anlamlı etkilere sahip olduğunu göstermiştir ve sonuçlar, algılanan örgütsel desteğin, gerçek liderlik davranışı ile takipçiler tarafından hissedilen umut arasındaki ilişkide bir moderatör görevi gördüğünü doğrulamıştır.

**Anahtar Sözcükler:** Otantik Liderlik, Psikolojik Sermaye, Umut, Algılanan Örgütsel Destek

## Extended Abstract

*Pozitif örgütsel davranış, pozitif odaklı örgütlerde ölçülebilen, geliştirilebilen ve verimli bir şekilde yönetilebilen pozitif özelliklerin ve psikolojik kapasitelerinin incelenmesi ve uygulanmasıdır. Pozitif örgütsel davranış araştırmacılarına göre örgütler ancak hayatın pozitif ve negatif yönleri dengeli, tutarlı ve yapıcı bir şekilde ele alındığında başarılı ve verimli olabilmektedirler. Söz konusu dengeli ve pozitif odaklı iş ortamlarının oluşturulabilmesi için pozitif düşünce ve davranış eğilimine sahip bilinçli, dürüst ve duyarlı bir liderlik biçimi olan otantik liderliğe ihtiyaç duyulmaktadır. Bu çalışmada da otantik liderliğe ve bu liderlik biçiminin çalışanların umut kapasitesi ile ilişkisine odaklanılmıştır. Pozitif örgütsel davranış araştırmacıları, umut kapasitesini otantik liderliğin ana yapılarından biri olarak görürler. Pozitif örgütsel davranış araştırmacılarına göre, kuralları sürekli yenilenen modern iş dünyası için en anlamlı liderlik biçimi, tutarlı ve açık bir yönetim tarzı benimseyen otantik bir liderlik biçimidir. Otantik liderlik, bireysel bilişsel ve duygusal olarak kendini tanımaya odaklanan bir liderlik çerçevesi olarak anlaşılabilir. Otantik liderlik teorisi temelde öz-düzenleme kavramına dayanır. Ve bu noktada, öz-düzenleme, otantik liderlerin eylemlerini gerçek benlikleriyle hizalayabildikleri ve otantik benliklerini başkalarına şeffaf hale getirebilecekleri bir mekanizma olarak düşünülebilir. Ve sosyal değişim ilişkilerini kullanarak bu liderler takipçilerin özdenetim mekanizmalarını etkiler.*

*Pozitif örgütsel davranış araştırmacıları, umut duygusunu otantik liderliğin temel kavramı olarak kabul ederler. Otantik liderler, hem kendilerinin hem de takipçilerinin gerçeklerinin, değerlerinin ve güçlü yanlarının farkındadır. Kendine güvenen, güçlü, umutlu, esnek, dayanıklı ve ahlaki liderlerdir. Bu alanda öne çıkan teorisyenlerden Avolio ve arkadaşlarının otantik liderlik modelinde, Snyder'in geliştirdiği umut kavramı, bireylerin psikolojik kapasitelerini oluşturan diğer duygular yani iyimserlik, öz-yeterlik ve esneklik gibi duygular ile birlikte önemli bir psikolojik kaynak olarak kabul edilir. Otantik liderler, her iki hedefe umutlu bakış açıları ile ulaşabileceklerine ve hedeflerine ulaşmak için alternatif yollar belirleyebileceklerine dair bir inanç duygusu geliştirirler. Otantik liderliğin en önemli üç unsuru kişinin kendisine karşı dürüst olması; kendisini tanıması ve ahlaki açıdan iyi olmasıdır. Otantik liderler, tutarlı ve dürüst davranmayı tercih ederler, bu nedenle genellikle organizasyonlarında en güvenilir kişilerden biri olarak düşünülürler. Bu çalışmada, pozitif örgütsel davranış araştırmacıları tarafından teşvik edilen güçlendirici, şeffaf ve geliştirici bir liderlik olan bu önemli liderlik tarzı yani otantik liderlik tarzından yararlanılarak örgüt içerisinde umutlu çalışanların nasıl oluşturulabileceğini açıklamakta pozitif psikoloji bakış açısı benimsenmiştir. Çalışmanın odaklandığı temel konulardan biri olan umut teorisi, pozitif örgüt literatüründe önemli bir yeri olan pozitif psikolojik sermayelerden umut kapasitesi ile ilgilidir. Umut teorisine göre, umut başarı güdüsüyle beslenen güçlü bir duygudur. Hedef odaklı davranış ve hedeflere ulaşmak için tasarlanmış detaylı planları içerir. Çalışmada pozitif örgüt araştırmacıları arasında pozitif örgütler oluşturmada önemli bir araç olarak kabul edilen otantik liderlik biçiminin takipçilerin örgütsel destek algısı ve umut düzeyleri üzerindeki etkilerini anlamak için, otantik liderlik davranışı ve takipçilerin deneyimlediği umut arasındaki ilişkide arabuluculuk etkisi olacağı düşünülen örgütsel destek algısının etkilerini açıklayan bir model oluşturulmuştur. Bu model, İstanbul bölgesinde hizmet sektöründe 237 beyaz yakalı çalışan üzerinde test edilmiştir. Araştırmada, yüz yüze anket yöntemini tercih edilmiştir ve veriler SPSS 20.0 programında analiz edilmiştir. Çalışmanın sonuçları, otantik liderlik davranışının hem algılanan örgütsel destek hem de umut üzerinde istatistiksel olarak anlamlı bir etkisi olduğunu göstermiştir ve sonuçlar, algılanan örgütsel desteğin, otantik liderlik davranışı ile takipçilerin hissettiği umut arasındaki ilişkide bir moderatör olarak hareket ettiğini doğrulamıştır.*



## Introduction

Although hope is one of the basic concepts that originate from positive psychology, it has not received the attention it deserves in the academic literature (Juntunen and Wettersten, 2006: 94). Snyder defines hopefulness as the conscious of the individual to reach the goal as well as being aware of the ways to reach the goal (Snyder, 2002: 249). The person has both the will to reach the goal and the way he will reach the goal. According to the theory of hope, it determines the degree of hope and the importance of the perceived probability and goal of reaching the goal. Being hopeful is about putting goals on himself and making calculations about how he can reach these goals and motivating him to achieve these goals.

Moreover, hope is a positive motivational emotion fed by an interactive sense of success: (1) it consists of target-oriented energy and (2) ways planned to achieve goals. Targets can vary depending on whether they are short-term and long-term and they are clear and not clear enough. It is very difficult to identify alternative ways to reach the goal in ambiguous goals and to motivate the person for these ambiguous goals and therefore not sufficiently satisfactory by individuals. According to Snyder it is normal and necessary to have a certain degree of uncertainty about the hoped-out targets. While it is argued that the targets of Snyder are too high to be reached in the first writings, they are the targets that are so automatic that they do not give hope. In their subsequent publications, they have developed a deep belief that they hope to reach their targets with high hope people (Snyder, 2002: 252).

Moreover, the goals can be both positive and negative. Positive goals are goals about reaching a specific outcome or sustaining a present goal outcome or increasing the things one holds. On the other hand, negative goal outcomes are about deterring something from happening or delaying the time it may happen and, some amount of uncertainty is useful in building hope. In fact, hope flourishes better under conditions carrying uncertainties regarding goal attainment (Snyder, 2002: 251).

According to Snyder; when the goals have a meaning and value for the individual, the individual can achieve these goals and that what they intend to do is partly ambiguous (Snyder, 2002: 251). Targets vary according to the probability of achievability; the probability of achieving success may be very high or low. While highly hopeful individuals prefer more difficult targets than previously achieved targets, they are more successful in creating alternative solutions if the targets are too high or there are obstacles in terms of reaching the target. In the organizational environment, hopeful individuals are more successful in terms of achieving positive organizational outcomes. And individuals with high levels of hope tend to exhibit higher levels of self-efficacy and self-esteem (Griggs and Crawford, 2017: 34).

Moreover, Snyder claims that there are recurring processes and loops related to some events on the lifeline. Therefore, past thoughts affect the opinions about the future, that is, one's perspective about future. He claims that we can talk about a unidirectional movement toward the future that encompasses a reciprocal thinking wherein the past influences the future, and vice versa high-hope people are good at producing plausible alternate routes. In this unidirectional journey whereas low-hope people tend to be less flexible and unsuccessful in creating additional routes. And agency thought, namely, one's perceived capacity to use his pathways in order to reach his anticipated goals can be considered as the motivational dimension of hope theory (Snyder, 2002: 251). For highly hopeful individuals, acting towards a specific goal means producing alternative ways to achieve this goal and to work with self-confidence and perseverance by trying the most meaningful of these ways. People with high hopes tend to think flexible and are more solution-oriented.

On the one hand, hope is frequently confused with one of the other psychological capacities, with optimism. Although mostly confused, hope and optimism have important differences. In fact, optimistic goal-directed inclinations are mostly aimed at distancing one's self from negative outcomes whereas hope theory has a more balanced approach to the issue (Snyder, 2002: 251). Furthermore, hope theory describes how positive and negative emotions arise, while Seligman's optimism theory rather more implicitly address this issue.

On the one hand, despite the fact that agency component or in other words willpower of part of hope is also seen in other psychological capacity concepts such as optimism, the pathways or in other words

waypower is unique to hope allowing for the rekindling of determination despite blockages and adversities (Youssef and Luthans, 2007: 759). In fact, with the help of hope blockages or adversities are conceived as developing challenges and opportunities. The condition wherein a mixture of high pathways and low agency can/give way to/lack of motivation; on the contrary low pathways and high agency may unnecessarily active motivation lying fallow without the necessary alternative plans, that is why both high pathways and high agency is needed for attaining goals (Snyder, 2002: 252), and when compared with optimism hope rather focuses on internal agency and pathways, namely a narrower perspective. And optimism, attributes both internal and external causes for failures, that is why, realistic and flexible optimism can protect a hopeful person from embracing unrealistic goals (Youssef and Luthans, 2007: 779)

In time, Snyder, Rand and Sigmon developed more inclusive and parsimonious definition of hope. Their previous definition of hope involved two main components of goal-directed thought—pathways and agency. Later they developed a third component of this theory. They claimed that, hope also serves to drive the emotions of individuals and increase their well-being (Snyder, 2002: 274).

In hope theory, the motivation for creating and achieving strategic goals is complementary to one another and mutually and positively associated with each other. But on the other hand, they are not concurrent, that one is not necessarily the other. Nevertheless, in the theory of hope, the paths to achieve will and purpose act by influencing and completing each other. Lopez (2010: 40) claims that generally, hopeful individuals are more energetic, do not afraid of challenges, tend to generate alternative plans, do not hesitate to gather support when needed, less stressful and anxious, plan their future and more excited about their own future, and tend to anticipate success in return for their efforts. Moreover, hope is something that can be developed. Confirming this point of view, Weis and Speridakos made a meta-analysis regarding hope on 27 studies; they found that individual's hope level can be changed if worked on it elaborately (Weis and Speridakos, 2011: 5).

### **Authentic Leadership and Hope**

Hope and leadership as two important constructs having similar processes. As in the case with hope, leadership occurs in relationship with others, involving a future orientation, dialogue regarding end results and action directed with the aim of achieving goals. And leaders can affect the mechanisms regarding hopeful thinking that is helpful in reaching these goals (Helland and Winston, 2005: 45).

One of the first leadership styles focusing on the relationship between the leadership style and hope is transformational leadership. Transformational leaders draw attention to the vision they set for the organization, encourage their followers to reach this vision and give them hope that they will be able to reach that vision. Under transformational leadership, the level of employee hope is highly influenced by the inspiring motivation of the leader. In cases where the employee does not have his own personal goals and alternative ways of achieving these goals, the transformational leader sets goals for the followers and creates alternative ways to this end. This attitude and behavior of the leader gives followers inspiration and hope.

Another leadership theory, wherein hope is particularly handled, is spiritual leadership theory. In Fry's spiritual leadership model, the transformational effect of the leader is described within an internal motivational cycle. In this cycle, hope was accepted as a whole with the faith that the leader imposes on his followers, and that these two factors, namely hope and faith, nurturing each other positively. And they are effective on the followers regarding the vision. Fry considers hope as something that should add certainty to hope (Fry, 2003: 713). Hope makes a bigger contribution to the organization at the point of realizing the vision when fed with faith. The hope and faith of the leader creates a team's perseverance and endurance and ensures that team members fight for excellence. In this theory hope and faith intrinsically motivates followers to work for realizing the vision. Resulting in a sense of calling and membership which contributes to meaning creation thus, leading to positive work outcomes (Helland and Winston, 2005: 48).

But in this study, we focused on authentic leadership and its relationship with hope. Positive organizational behavior scholars view hope as one of the main constructs in authentic leadership (Avolio



et al., 2004: 801). According to positive organizational behavior researchers, the most meaningful form of leadership for the dramatically changing modern business world, whose rules are constantly renewed is an authentic form of leadership that adopts an open and transparent management style consistent. Authentic leadership can be understood as a leadership framework focusing on individual cognitive and emotional self-knowledge. Authentic leadership theory is basically rooted in self-regulation concept (Gardner et al., 2011: 1120). And in that point, self-regulation can be considered as the mechanism through which authentic leaders can align their actions with their true selves, making their authentic selves transparent to others. And by using social exchange relationships these leaders affect the self-regulatory mechanisms of the followers (Lyubovnikova et al., 2017: 60).

Avolio et al. accept hope as the basic concept of authentic leadership (Avolio et al., 2004: 801) Authentic leaders are aware of the facts, values, and strengths of both themselves and their followers. They are self-confident, strong, hopeful, flexible, durable and moral leaders (Gardner et al., 2011: 803) In the authentic leadership model of Avolio et al., Snyder's concept of hope was accepted as an important psychological resource along with optimism, self-efficacy and resilience, which constitute the psychological capacities of individuals. Authentic leaders develop a sense of faith that they can attain both goals through their hopeful viewpoint and identify alternative ways to achieve their goals. Three most important elements of authentic leadership are being true to yourself, having self-awareness and being morally good (Ladkin and Taylor, 2010: 41). They prefer to behave consistently and frankly, hence they are often conceived as one of the most trustworthy individuals in their organizations (Baykal, 2018: 35).

In fact, we can talk about three different authentic leadership approaches in the literature. The first one is Eilam and Shamir's approach suggesting that authentic leadership is about the kind of leadership style wherein the leader chooses his own path through understanding his own life story the leader gains the necessary self-knowledge for leading authentically (Shamir and Eilam, 2005: 399). And the second one emphasizes effects of gender of the leader on leader-follower interaction (Eagly et al., 2005: 459) . But the dominant approach in the extant literature is Avolio et al.'s (2004: 801) approach. According to this approach, authentic leadership encompasses four dimensions including self-awareness, balanced information processing, relational transparency, and internalized moral perspective. In this perspective, self-awareness helps leaders to understand their strengths and weaknesses. Balanced processing of information ensures objectivity and helps leaders during decision-making. On the other hand, relational transparency explains leaders' trustworthiness and transparency in expressing their true feelings. And finally, internalized moral perspective mentions leader's inner values and authenticity in their self-presentation.

Transparent forms of communication and their attitudes that strengthen authentic leaders' followers contribute to the spread of hope throughout the organization and the achievement of positive organizational outcomes. In this sense, Walumbwa et al. (2011: 204), in their study in the financial sector, proves that positive leadership has a positive effect on the hopeful point of view of the followers of authentic leadership Rego et al. also examined the effect of authentic leadership on hope. In the study conducted in Portugal, authentic leadership behavior has a positive effect on the level of hope of the followers (Rego et al., 2014: 200). Peterson and Luthans found that the performance of the units with high levels of hope is higher, the employees' job turnover rates are low and the satisfaction rates are high (Peterson, 2003: 26). Furthermore, Amunkete and Rothman examined the probable links among the concepts of authentic leadership, psychological capacity of followers, job follower satisfaction and followers' intention to leave in Namibia on 452 participants. Results showed that authentic leadership is positively related to all psychological capital dimensions including hope, optimism, self-efficacy and resilience and job satisfaction. And in this model, psychological capacity of followers acts as a mediator (Amunkete and Rothmann, 2015: 271).

### **Perceived Organizational Support**

All the benefits that organizations provide to their employees in order to support the achievements/ regarding the goals they pursue are called perceived organizational support in organizations with



organizational support, the well-being of employees is taken into account and the employees are regarded as a value and their happiness is considered. According to the organizational support theory, employees shape their efforts and performances related to their duties in line with the material and spiritual rewards they expect to make in the future (Stamper and Johlke, 2003: 569). It can be conceived as the hope that one's contribution to the organization as a result of the performance of the employee is deemed worthy and rewarded by its organization (Hellman et al., 2006: 631). When employees have the necessary autonomy for their jobs and when they can design and organize their own business, they tend to have higher levels of perceived organizational support thus an empowering leadership model provides a hopeful perspective to employees (Rhoades et al., 2002: 698). In this sense, Eisenberger et al. (2016:3) applied a study on perceived organizational support and they found positive relationship between the employees' organizational support perceptions and positive moods including hopeful point of view.

According to organizational support theorists, employees benefit from perceived organizational support owing to the fact that it meets their needs for approval, esteem and affiliation, and it is comforting in stressful times. When employees are supported by their organization they prone to feel satisfied with their jobs and organizations, they tend to feel higher levels of organizational commitment and they are more compelled to embrace their organizations goals as their own goals that make them feel more positive about their future in their organizations (Eisenberger et al., 2016: 3). In this point, Kurtessis et al.'s meta-analysis regarding perceived organizational support on 558 studies showed that antecedents of perceived organizational support is organizational leadership, high quality leader-member and employee-organization/relationships, empowering human resource practices, and satisfying working conditions and its consequences are employee's identification, commitment and high performance and emotional well-being (Kurtessis et al., 2017: 1854).

## Research Model and Hypothesis

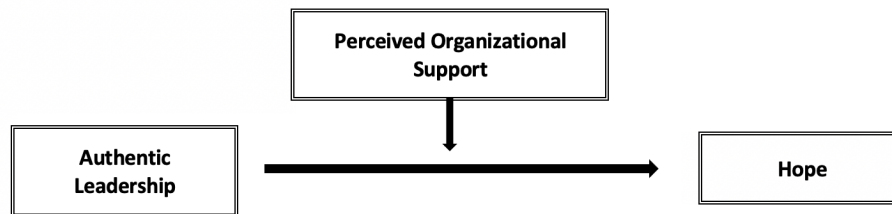


Image 1: Research Model.

The study was designed as a relational screening model since it defines the existence and degree of the relationship between multiple variables. The independent variable of the study is authentic leadership, the dependent variable is hope, and the moderator is perceived organizational support. In this context, the model and hypotheses of the research are shaped as follows.

As originally suggested by authentic leadership researchers, behaviors of this unique leadership style stems from their positive psychological resources which in turn results in the development of both the leaders' themselves and the employees (Luthans, et al., 2007: 541). They let their followers feel more comfortable and secure while carrying on their tasks required for goal attainment. Authenticity and empowering leadership style of authentic leaders motivate followers and make them embrace a more hopeful style in carrying on their tasks.

As a positive leadership style, authentic leadership behavior makes the leader capable of remaining realistically hopeful and gives them the ability to increase their followers' hope levels by both establishing willpower and pathways that enhance followers' sense of self-efficacy. Authentic leaders' tendency to develop/their followers encourage hope and contributes to personal growth and career advancement of the followers (Woolley et al., 2011: 440)



When the extant literature is examined, we can come across some studies examining authentic leadership-hope relationship. For example, Rego et al. examined effect of authentic leadership on employees' creativity and the mediator role of employees' positive affect and hope in this relationship, in Portugal. Results of the study showed that authentic leadership acts as an antecedent of employees' creativity, directly and also through the mediator effect of hope (Rego et al., 2014: 200). Amunkete et al. (2015: 271) also examined the relationships among authentic leadership, psychological capital. Results showed that authentic leadership had a positive effect on psychological capital encompassing all the sub dimensions, including also hope. Being inspired from the extant literature we hypothesized that:

H1: Authentic leadership has a positive effect on followers' hope capacity.

Authentic leaders are mindful leaders, which are known by their optimistic and hope-driven tendencies giving importance to self-fulfillment and self-actualization. Authentic leadership is a kind of leadership style that gives importance to transparency and ethics which in turn encourages openness in information disclosure and tendency to get feedback from followers that makes followers feel empowered and considered as important (Avolio et al., 2009: 421). In the extant literature there are empirical studies confirming authentic leadership –empowerment relationship. For example: Walumbwa et al. (2011: 213) examined effects of authentic leadership behavior on follower's organizational citizenship behaviors and work engagements. Their results showed that authentic leadership behavior has a positive effect on supervisor-rated organizational citizenship behavior and work engagement. The relationships in the model are mediated by the followers' level identification and empowerment felt by followers (Amunkete and Rothmann, 2015: 271). Wong and Laschinger applied a study on 280 nurses in Canada in order to understand whether authentic leadership style has an empowering effect. Results of the study showed that Authentic leadership has positive effects on staff nurses' feelings of empowerment, that in turn increased their satisfaction and performance (Wong and Laschinger, 2013: 947). In another study Laschinger and Wong examined effects of authentic leadership on emotional exhaustion and cynicism of minimum 2 years experienced nurses. Results showed that authentic leadership has negative effects on emotional exhaustion and cynicism of employees through workplace empowerment (Laschinger et al., 2013:54). Valsania, Moriano and Molero applied a study on 212 employees of Spanish companies with the aim of testing the relationship among authentic leadership, empowerment, organizational identification and employees' intrapreneurial behaviors. Results of the study showed that authentic leadership has a positive effect on both empowerment and organizational identification of followers and their organizational identification. And in this model empowerment felt by followers both act as a mediator/between authentic leadership behavior and intrapreneurial behaviors of employees (Edú Valsania et al., 2016: 131). In another study, with the aim of examining the effect of psychological capital on work engagement Joo, Lim and Kim, applied a field research on 599 knowledge workers in a Korean company. Results of the study showed that employees were highly engaged when they had higher psychological capital. Also, they found that empowerment partially mediated the above mentioned whereas authentic leadership was found to moderate the relationship between psychological capital and empowerment (Joo et al., 2016: 1117). Being inspired from these studies, we hypothesized that:

H2: Authentic leadership behavior has a positive effect on organizational support perceptions of followers.

According to perceived organizational support approach, felt obligation, organizational commitment, and the hope that their plausible behavior and high performance would be rewarded by the organization will result in follower behaviors that are useful for the organization (Aselage et al., 2003: 491) Perceived organizational support increases employees' sense of purpose and meaning and reduce their feelings of entrapment. In fact, generally perceived organizational support has the capacity to effect employees' general affective reactions regarding their organizations and jobs creating job satisfaction and a positive mood at workplace and by meeting socioemotional needs and by increasing performance-reward expectancies (Rhoades et al., 2002: 701). We assume that will also affect the feelings of hope. To give an example; Liu, Hu, Wang, Sui and Ma (2013: 89) investigated the relationships among perceived organizational support and psychological capital and depressive

symptoms in Chinese context. Results of their study showed that there are positive relationships between perceived organizational support and subdimensions of psychological capital including the dimension of hope. Moreover, unfortunately not hope but resilience and optimism dimensions of psychological capital mediated the relationship between perceived organizational support and depressive symptoms (Liu et al., 2013: 89). Thus, taking into consideration the studies on perceived organizational support- hope relationship in the extant literature we proposed that;

H3:Organizational support of followers have a positive effect on their hope capital

H4:Organizational support of followers acts as a moderator in the relationship between authentic leadership and hope capital of followers.

## Methodology

The aim of this study is to determine the effect of authentic leadership style on one of the positive psychological capital dimensions, namely hope and the role of perceived organizational support. In this context, the sample of the study consisted of 237 white-collar workers working in the service sector in Istanbul. As a method of data collection, face to face survey method was used and easy sampling method has been preferred. Information about the scales used in the research is as follows:

**Authentic Leadership Scale:** In our study, 16-item and 4-dimensions authentic leadership scale of Walumbwa et al. which consisted of transparency in the relations, objective evaluation of information, self-awareness and internalized morality dimensions is used (Walumbwa et al., 2008: 89). The answers were taken with a 5-point Likert scale.

**Perceived Organizational Support Scale:** In order to measure organizational support perceptions of followers, we used Eisenberger et al.'s scale with 36 item which is validated and reduced to 10 items by Stassen and Ursel The answers were taken with a 5-point Likert scale (Armstrong-Stassen et al., 2009: 201).

**Hope Scale:** Positive psychological capital scale developed by Luthans was used to measure the size of hope from positive psychological capital dimensions. Since this scale is being studied in 4 dimensions and the size of hope in the current study, only 5 items of hope size were used (Luthans et al., 2007: 541). The answers were taken with a 5-point Likert scale.

## Results

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In this study, it has been/examined whether authentic leadership behaviors have an effect on the variable of hope and whether perceived organizational support has a moderator effect in this



relationship. In order to test the validity of the scales used, the factor analysis was performed, and Cronbach's Alpha values were calculated to determine the reliability of the scales.

As a result of factor analysis, it was observed that the factor structure of the perceived organizational support and hope scales were in accordance with the original and valid. However, the authentic leadership scale was collected in three factors. Balanced evaluation of the information from the scale dimensions and the transparency dimensions of the relations were grouped under one factor and this factor was defined as objectivity. When the Cronbach Alphas Alpha coefficients obtained from the analysis of the reliability of the scales are considered, it can be said that the scales are reliable. Cronbach's Alpha coefficients and the coefficients obtained from the factor analyzes are given in Image 2.

Scales	KMO Values	Barlett's Sphericity Test	Total Variance Explained	Factors	Factor Loadings	Cronbach's Alpha Value	
Authentic Leadership	0,913	0	64,17%	Balanced Processing of Information	,588 - ,820	0,909	0,91
				Internalized Moral Perspective	,619 - ,721	0,707	
				Awareness	,538 - ,806	0,774	
Perceived Organizational Support	0,913	0	63,70%	Perceived Organizational Support (One Dimension)	,742 - ,877	0,917	
Hope	0,823	0	61,14%	Hope (One Dimension)	,705 - ,823	0,838	

**Image 2:** Reliability and Validity Values of the Scales.

As seen in Image 3 Pearson correlation test was used to determine the relationship between variables and the supposed effect was measured by multiple regression analysis as seen in Image 4.

		Authentic Leadership	Balanced Processing of Information	Internalized Moral Perspective	Awareness	Perceived Organizational Support	Hope
Authentic Leadership	Pearson Correlation	1	,918**	,773**	,859**	,659**	,453**
Balanced Processing of Information	Pearson Correlation	,918**	1	,557**	,671**	,625**	,430**
Internalized Moral Perspective	Pearson Correlation	,773**	,557**	1	,572**	,403**	,357**
Awareness	Pearson Correlation	,859**	,671**	,572**	1	,626**	,362**
Perceived Organizational Support	Pearson Correlation	,659**	,625**	,403**	,626**	1	,425**
Hope	Pearson Correlation	,453**	,430**	,357**	,362**	,425**	1

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

**Image 3:** Correlation Analysis.

It is possible to say that there is a meaningful and positive relationship between perceived organizational support ( $r = .659$ ,  $p < 0.01$ ) and hope ( $r = .453$ ,  $p < 0.01$ ) variables. Looking at the sub-dimensions of authentic leadership, objectivity ( $r = .625$ ,  $p < 0.01$ ), internalized morality ( $r = .403$ ,  $p < 0.01$ ) and self-awareness ( $r = .626$ ,  $p < 0.01$ ), significant and positive relationships were found between these dimensions and the perceived organizational support. The findings showed that there are significant and positive relationships between the dimensions of objectivity ( $r = .430$ ,  $p < 0.01$ ), internalized morality ( $r = .357$ ,  $p < 0.01$ ) and self-awareness ( $r = .362$ ,  $p < 0.01$ ) and the hope variable. In the regression analysis conducted to test hypotheses, the authentic leadership was included in the model as an independent variable, hope dependent variable, and perceived organizational support as an intermediate variable (moderator).

As a result of the analyzes, it was seen that authentic leadership significantly and positively affected the hope variable ( $\beta = .453, p < 0.05$ ) and explained 20% of the change. H1 hypothesis was thus supported. It was also found that authentic leadership significantly and positively affected the perceived organizational support variable ( $\beta = .659, p < 0.05$ ) and explained 43% of the change. Therefore, it can be said that the hypothesis H2 is also supported. When the effect of perceived organizational support on the variable of hope was examined, it was found that it has a significant and positive effect ( $\beta = .425, p < 0.05$ ) and explained 18% of the change. This value shows that the hypothesis H3 is also supported.

Independent Variable	Dependent Variable	Standard Beta	Significance	Standardized R Square
Authentic Leadership	Hope	.453*	0	0,202
Authentic Leadership	Perceived Organizational Support	.659*	0	0,432
Perceived Organizational Support	Hope	.425*	0	0,18

Image 4: Regression Table.

In the multiple regression analysis conducted to test the fourth hypothesis, the regulatory effect of the perceived organizational support was examined. According to the results of the analysis, it was observed that the perceived organizational support in the relationship between the authentic leadership and the variable of hope had a significant and positive moderator effect ( $\beta = .088, p < 0.05$ ). Therefore, it is possible to say that H4 hypothesis is supported. In addition, when the perceived organizational support, which is the moderator, is low and high, the significance of the relationships between authentic leadership and hope is tested with the regression curve. As can be seen in Image 4, as the perceived organizational support increases in the relationship between authentic leadership and hope, there is an increase in the hope variable. Therefore, perceived organizational support has a moderator effect.

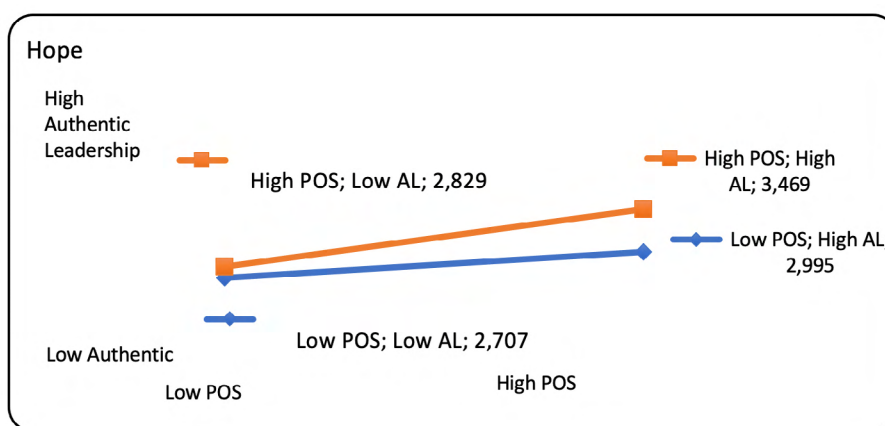


Image 5: Moderator Effect of Perceived Organizational Support in the Relationship Between Authentic Leadership and Hope.

## Discussion

Leaders who function on positive emotion may become contagious in relationship with their followers. Thus, hopeful leaders as in the case with authentic leadership can impose hope to their followers. Authentic leadership is considered as an effective leadership style that is needed for building healthier organizational climates owing to their special attention that they pay to the development



and empowerment of their followers. The psychological empowerment felt by followers of authentic leaders make them more hopeful organizational members. Authentic leaders tend to treat their followers with respect. Thus, their followers tend to experience a stronger sense of meaning at work and they perceive themselves more autonomous that make them feel supported by their organization in their initiatives. Authentic leaders support employees by providing access to greater opportunities to grow within their organization, they support them with the necessary information to carry out their work successfully (Zehir and Narcikara, 2016: 253). They support their followers both in the forms of peer and supervisor. They supply them with all kinds of resources that are required for them to carry out their work without any problem. Without doubt, this supportive climate make followers feel themselves safe and make them hopeful about their future. The positive atmosphere created by authentic leaders, their positivity, their authenticity and their empowering leadership style have positive psychological effects on their followers leading to a more hopeful atmosphere created by hopeful followers. Hope theorists also thin that from a hope perspective leadership has the capacity to leadership from a hope perspective make individuals more authentic, courageous, and purposeful and contributes to higher employee performance (Narcikara, 2017: 16). Leadership from a Hope Paradigm claims that leaders can influence their followers, lead people into a better future and they celebrate even the smallest steps along that way. Inshort, they influence, teach and serve as role models for their followers. In order to lead from a hope paradigm, as in the case with authentic leadership, leader should understand the power of hope and and maintain hope in others. In authentic leadership this is possible through the higher order organizational goals and compelling vision set by the leader that is charming both for the leader and the organizational members. Helland and Winston, claimed that highhope people can better cope with uncertainty, hence can be more resilient and succesful (Helland and Winston, 2005: 45) In parallel with this view, authentic leaders empower their followers, thereby, making them more resilient, hopeful and optimistic individuals. In fact, in building hope the most important role of leadership is facilitating the development of hope, hence followers can gain the power to face the difficulties and disappointments of life Weis and Speridakos, 2011b: 124) and empowering leadership style of authentic leadership makes this possible and creates a positive organizational climate which can be considered as a fertile ground for hopefulness.

Being inspired with all those arguments that are mentioned above, in this study we believed that the empowering style of authentic leadership would affect hope levels of their followers and perceived organizational support would act as a moderator in the relationship between authentic leadership and the feelings of hope experienced by followers who are exposed to this leadership style. Taking into consideration the white-collar staffs look at the context of Turkey, our research results confirmed that authentic leadership is effective in having a more hopeful perspective, and perceived organizational support act as a moderator in the relationship between authentic leadership and hope. When analyzed independently from the moderator effect, the positive effect of authentic leadership on perceived organizational support and the positive effect of perceived organizational support on the hope factor were observed separately. The results underline the importance of authentic leadership in creating hopeful employees and reveal the impact of perceived organizational support in this relationship.

Although in the extant literature there is no similar study examining the same relationship with our model. We can come across studies related to authentic leadership- hope relationship and authentic leadership- perceived organizational support relationship. For example, Tian, Yan and Wang's (2018: 118) study showed encouragement effects hope and self-efficacy. In another study, building their hypothesis on hope theory Lin, Qian, Li, & Chen, (2018: 2524) showed that transformational leadership has a positive effect on hope. And in Korean setting, Lee and Jang (2018: 461) examined moderated mediation effects of hope, grit, and growth mindsets of followers in authentic leadership-organizational effectiveness relationship. Results indicated positive correlations among authentic leadership, hope, growth mindset, grit and organizational effectiveness and confirmed the moderating effects of growth mindset and grit through hope (Lee and Jang, 2018: 383). In another study, Lee and Jang examined whether there is a mediator effect of hope and organizational effectiveness in the relationship between authentic leadership behaviors of the leader and turnover intentions

of the followers on 333 workers. Results showed that all the variables except turnover intention showed a statistically significant positive correlation. And, hope and organizational effectiveness had mediating effects between authentic leadership and turnover intention (Lee and Jang, 2018: 461). In addition, organizational communication had a significant effect on job satisfaction, and hope also had a significant effect on job satisfaction. And organizational communication and hope act as mediators in this relationship. In another study, Rego, Sousa, Marques, & Cunha, analyzed effects of authentic leadership on employees' creativity and the availability of mediating roles of employees' positive affect and hope. Results of the study showed that authentic leadership has a statistically significant effect on employees' creativity, both directly and through the mediating role of employees' hope (Rego et al., 2014: 200). Moreover, authentic leadership has a significant effect on employees' positive affect, which in turn predicts employees' hope which effects employee creativity. Including our own study, all the above-mentioned studies confirm that by transferring hope and positive mood to their followers, authentic leaders go beyond performance improvements and contributes to an overall wellbeing for their followers. According to Baykal (2019: 251), they empower them, and they encourage them to think and act more positively (Baykal, 2019c: 112). Without doubt, creating positive work atmospheres is not an easy task and there are many antecedents and requirements for increasing the number of hopeful people that contributes to the positivity of their organizations but as seen in the above mentioned examples leadership is an important tool that affect people's perceptions regarding the organizational climate of their companies and shape their moods and their psychological capacities which give way to greater hopefulness which makes as excited on the way to create more positive atmospheres.

### **Managerial Implications and Limitations of the Study**

In this study, it has seen that the employees' hope is affected by authentic leadership behavior and this effect is moderated by the perceived organizational support. As it is supposed in many previous empirical studies regarding positive organizational behavior, authentic leadership contributes to a positive work atmosphere and more positive and hopeful organizational members through effecting many positive mechanisms, especially as in our study through the organizational support perceptions of the employees (Baykal, 2017: 42; Baykal, 2020: 1675). Thus, in order to create more positive work atmospheres and increase positive attitudes and feelings of followers using authentic leadership as a tool seems to be a meaningful alternative.

In this article, specifically we examined the relationship of authentic leadership behavior with hope and organizational support felt by followers. Without doubt, it could have been a more comprehensive study by adding more constructs related to positive organizational behavior in order to see effects of different constructs as mediator or moderator. Or as the dependent variable other psychological capital constructs can be examined, such as optimism, self efficacy, resilience or positive psychological capital's itself as a second order concept. And again in order to see the validity of this model in different contexts. The study can be applied in different sectors, in different geographies or in different cultures which will also increase the increase the representation power of the sample.

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