

# Job Satisfaction for Employees in an Organization

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## Abstract:

The current paper focuses upon the relevance of leadership quality and organizational culture as the key factor standing for any employee as a stature of job satisfaction. The advancement of an adaptability situated hierarchical culture, in light of help and development, may give an extraordinary incentive in the present aggressive economy. This sort of hierarchical culture might be a rearing ground for bona fide initiative, which, thusly, effectively affects workers' frames of mind. This examination inspects how adaptability arranged authoritative societies encourage positive results at the representative level through its effect on bona fide initiative. Different relapse examination was utilized to dissect the information from 571 workers having a place with a few Spanish private associations. The outcomes show that bona fide initiative in part intercedes the positive connection between adaptability arranged authoritative societies and workers' activity fulfillment. These discoveries advance hypothesis on the combination of hierarchical culture in valid authority examine and give rules to improving representatives' activity fulfillment.

**Keywords:** leadership, organizational culture, job satisfaction, quality.

## 1. INTRODUCTION

These days organizations work in a focused worldwide condition, punctuated by the money related emergency. Given the fast and generous changes happening in the monetary condition, nowadays organizations work in a focused worldwide condition, punctuated by the money related emergency. Given the quick and considerable changes happening in the monetary condition, organizations need to adjust to the market and work to get and stay focused. While showcase powers, aggressive situating, technique, and innovation are obviously significant, exceptionally effective organizations have profited by the worth that lives in creating and dealing with a one of a kind authoritative culture. This culture can be made by the organizer, can rise after some time as an association faces difficulties and snags, or be created by the administration to improve their organization's exhibition [1].

In this specific circumstance, individuals are increasingly keener on working in organizations with an adaptable hierarchical culture, in which it has been discovered that representatives show more elevated levels of employment fulfillment (e.g., [2];

[3]; [4]). Besides, adaptability arranged hierarchical societies, by concentrating on the help and advancement of workers and the advancement of development, may give an upper hand to confront the financial emergency. Be that as it may, this adaptable point of view is a test for organizations that hold a customary culture, regularly dependent on control, inflexible structures, and chain of importance. In this way, examining the administration style that could develop in adaptability arranged societies and positively affect representatives will give a few rules to the organizations to improve their endeavors towards advancement and worker advancement. Along these lines, in this examination, adaptability arranged culture is displayed as a rearing ground for bona fide administration ([5]; [6]; [7]; [8]), a positive type of authority that has been seen as identified with adherent positive results (e.g., [9]; [10]; [11]).

The point of this article is twofold. To start with, we inspect the connection between authoritative culture and bona fide administration, which has not been recently analyzed in the real initiative writing. Second, we break down the interceding job of valid

initiative in the connection between authoritative culture and employment fulfillment.

## 2. ORGANISATIONAL CULTURE

Authoritative culture or the organizational culture is characterized or preferably defined as "the arrangement of key qualities, suspicions, understandings, and standards that is shared by individuals from an association and educated to new individuals as right" ([12]). Hierarchical culture has been related with work fulfillment and worker maintenance ([13]; [14]), initiative conduct (Tsai, 2011), and authoritative viability ([15]). Given these connections, hierarchical culture seems to saturate each aspect of the association.

In this examination, authoritative culture is considered based on Quinn and Rohrbaugh's (1983) contending values model. This model comprises of two measurements with differentiating posts: inward versus outer direction and adaptability versus control. The primary measurement mirrors the association's perspective. The center can be inside coordinated, when the focal issue of the association is simply the association, its procedures or its kin, or, then again, remotely coordinated, when the focal issue is the connection of the association with the market. The subsequent measurement quantifies the adaptability, the inclination towards decentralization and separation, and on the contrary post the control, i.e., soundness and request as the focal issues. The mix of the two measurements makes four hierarchical culture directions: support, advancement, rules and objective direction ([16]).

The adaptability measurement is especially significant to the discourse of culture and its impacts on representatives' prosperity and initiative procedures. Indeed, authoritative improvement mediations are intended to make adaptable associations, enable line representatives, and increment the nature of work life ([17]). Consequently, this investigation centers around the adaptability measurement of hierarchical culture portrayed by Quinn and Rohrbaugh (1983).

Following this model, adaptability arranged societies include advancement direction, described by receptiveness to new thoughts, and bolster direction, portrayed by close to home certainty and backing for improvement ([16]). These societies are described by suddenness, change, receptiveness, and responsiveness and depend on versatility and preparation to accomplish development, advancement, and innovativeness (Henri, 2006).

## 3. AUTHENTIC LEADERSHIP

As Schein (1985) called attention to, hierarchical culture gives an arrangement of anticipations that sets standards and a standard of conduct for workers, giving motivation to authority conduct. Consequently, a connection between credible administration and hierarchical societies that are in accordance with true authority might be normal.

Credible authority is characterized as "a procedure that draws from both positive mental limits and an exceptionally created authoritative setting, which brings about both more prominent mindfulness and self-directed positive practices with respect to pioneers and partners, encouraging positive self-advancement" [16]). In this manner, a true chief shows trust, trust, positive feelings, idealism, social straightforwardness, and a good and moral direction towards the future ([18]). Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008) recognized and approved four segments to depict legitimate administration: mindfulness, which alludes to comprehension their own qualities and confinements, however how they influence others; adjusted preparing, which includes breaking down all important data unbiasedly before going to a choice; social straightforwardness, which alludes to transparently sharing the bona fide self, their actual contemplations and emotions to supporters; and disguised good point of view, which alludes to self-guideline guided by interior good measures and qualities.

Past examinations have analyzed the connection between genuine initiative and different hierarchical results, finding that bona fide administration was decidedly identified with representatives' activity execution [19] and work fulfillment (Bamford, Wong, and Laschinger, 2012), adherents' responsibility (Leroy, Palanski, and Simons, 2012), work commitment (Walumbwa, Wang, Wang, Schaubroeck, and Avolio, 2010), representatives' authoritative citizenship conduct [20], and workers' additional exertion, [20], among others.

The genuine initiative model by Luthans and Avolio (2003) incorporated the positive mental limits and a positive hierarchical setting as precursors of the true authority. As to setting in which true administration is built up, the creators featured the significance of authoritative setting, including hierarchical vision, methodology, and culture as precursors of credible initiative improvement and portraying this authoritative culture as a genuine, develop, and exceptionally created culture which would inspire and bolster ideal initiative advancement (Luthans and Avolio, 2003). Supposedly, in any case, the impact of hierarchical culture on legitimate administration stays unexplored.

Concerning connection between adaptability situated societies and credible initiative, through legitimate and straightforward relations with workers, the inward qualities of bona fide pioneers that should invigorate representatives' inventiveness and ingenuity might be seen by others. Consequently, we propose that in an exceptionally imaginative authoritative culture we are probably going to see real pioneers who cultivate creative conduct on devotees. Besides, support-arranged societies esteem and regard investment, joint effort libertarianism, and relational connections (Maier, 1999). Those qualities might be shared among workers through genuine initiative and the social straightforwardness of the credible pioneer may fill in as an impetus to

cultivate the help and positive advancement of representatives.

Accordingly, dissecting authoritative societies concentrated on development and support and their association with legitimate initiative and their constructive outcomes on representatives can give the way in to the present HR the executives. Thus, the accompanying speculation is proposed:

“H1: Flexibility-oriented cultures will be positively related to authentic leadership.”

#### 4. JOB SATISFACTION

For associations and supervisors, the enthusiasm for fulfillment originates from its association with business related practices and occupation execution (Judge, Thoresen, Bono, and Patton, 2001; Riketta, 2008). Occupation fulfillment is characterized as "the pleasurable passionate state coming about because of the view of one's activity as satisfying or permitting the satisfaction of one's significant activity esteems" (Locke, 1976, p. 1342).

As to culture, the impact that various sorts of hierarchical culture or social measurements have on work fulfillment has been recently inspected. For example, Lund (2003), in light of Cameron and Quinn's (1999) typology of societies, distinguished a positive connection among adaptability and inside arranged societies and occupation fulfillment and a negative connection among control and remotely situated societies. Essentially, Silverthorne (2004) secured that position fulfillment is more probable when culture is steady, at that point when it is creative lastly when it is bureaucratic. Similarly, McKinnon et al. (2003) recommended that regard for individuals, development, and dependability positively affected employment fulfillment.

In spite of these examinations, the connection between authoritative culture and employment fulfillment is as yet vague and there is an absence of exact proof to recommend a solid connection

between these factors. In any case, we propose that, in accordance with past research, certain social directions, for example, adaptability direction, which incorporates advancement and backing, may anticipate work fulfillment through its effect on genuine authority. In this manner, the accompanying theory is proposed:

“H2: Flexibility-oriented cultures will be positively related to jobSatisfaction.”

Among the different result factors of initiative, work fulfillment has been broadly identified with real authority in logical writing. For instance, in an investigation led in 11 multinationals Walumbwa et al. (2008) found that adherents' impression of real authority of their directors was emphatically identified with supporters' activity fulfillment. All the more as of late, Giallonardo, Wong, and Iwasiw (2010) analyzed this relationship in an example of 170 alumni medical caretakers finding that attendants matched with pioneers apparent as bona fide, feel increasingly connected with and are progressively fulfilled. Likewise, a positive connection between valid authority and employment fulfillment was found by Wong and Laschinger (2012) in an example of 280 attendants. Thusly, the accompanying speculation is proposed:

“H3: Authentic leadership will be positively related to employees'Satisfaction.”

The capacity to comprehend and work inside an authoritative culture has been viewed as a condition for administration viability (Hennessey, 1998). Pioneers should profoundly comprehend the hierarchical culture to convey and execute new dreams and motivate adherent promise to the vision (Schein, 1990). Pioneers encourage the achievement of objectives that generally might not have been endeavored and support the requirement for change (Rousseau, 1996; Schein, 1985; Trice and Beyer, 1993) and, subsequently, they might be the way to cultivate the improvement of particular sorts of

culture through their effect on devotees' inspirational frames of mind.

An adaptability arranged culture might be found in the positive hierarchical setting characterized by Luthans and Avolio (2003) as the system where real administration advancement happens. In this unique circumstance, bona fide pioneers may be able to comprehend and share the estimations of an adaptability arranged culture, explicitly those angles identified with adherent advancement and the advancement of new thoughts through adjusted handling. Along these lines, a bona fide pioneer may rise in adaptability arranged societies because of the common estimations of the association and the pioneer and a true chief would, thus, encourage the achievement of the social qualities through his/her effect on representatives' activity fulfillment. In this manner, we recommend that adaptability arranged culture has a positive, backhanded impact on work fulfillment through bona fide administration.

“H4: Authentic leadership will mediate the relationship betweenflexibility-oriented organizational culture and employees' jobsatisfaction.”

## 5. METHOD

The example comprised of 571 workers from 114 Spanish privately owned businesses having a place with various divisions: industry (20%), exchange (17.9%), IT (9.5%), logical, and specialized exercises (8.8%), wellbeing (7.9%) and organization (6.2%), among others. The organizations were little (60.8%), medium (26.1%), and huge (13.1%). In this example, 53.8% of the members were female, the normal age was 35.62 years (SD = 8.61), and the normal status was 7.85 years (SD = 7.32); 41.7% of members had a professional education and 21.9% were moved on from professional school.

*Authoritative culture.* We utilized the Spanish variant (GonzálezRomá, Tomás, and Ferreres, 1995)



of the FOCUS 93 poll (Van Muijen et al., 1999), which surveys how visit certain circumstances in your working environment are. Adaptability situated culture was estimated with 4 things from the help scale (e.g., "How frequently do the executives rehearses permit opportunity in work?",  $\alpha = .80$ ) and 9 things from the development scale (e.g., "How regularly does your association scan for new markets for existing items?",  $\alpha = .82$ ). A six-point Likert scale from 1 (never/no one) to 6 (consistently/everybody) was utilized. The alpha coefficient for this investigation was .85.

*Legitimate initiative.* This variable was estimated utilizing the 13item Spanish adjustment (Morianio et al., 2011) of the Authentic Leadership Questionnaire (ALQ) created by Walumbwa et al. (2008), surveying social straightforwardness, disguised good viewpoint, adjusted handling, and mindfulness. An example thing is "My pioneer says precisely what the individual methods". A seven-point Likert scale from 1 (never) to 7 (consistently) was utilized. The alpha coefficient for the ALQ in this investigation was .91.

*Occupation fulfillment.* A seven-thing scale managing a few parts of representatives' activity fulfillment (e.g., colleagues, work conditions, and compensation) was utilized. A rendition of this scale was utilized beforehand in different examinations demonstrating a decent dependability (Molero, Cuadrado, Navas, and Morales, 2007). An example thing is "I am happy with my pay". A seven-point Likert scale from 1 (unequivocally disappointed) to 7 (emphatically fulfilled) was utilized. The alpha coefficient for this scale in the present investigation was .87.

*Socio-statistic information.* The accompanying socio-statistic information were gathered: age, sexual orientation (coded as 1 = male and 2 = female), instructive level (coded as 1 = essential training, 2 = auxiliary training, 3 = professional preparing, 4 = advanced education), authoritative size (coded from 1 = smaller scale to 4 = enormous,

contingent upon the quantity of representatives), status, and years working with a similar pioneer.

Representatives having a place with working gatherings with a similar pioneer were approached to finish a survey. The quantity of members per work group ran somewhere in the range of 3 and 6 (excluding the director or boss) and the mean was 4.97 representatives per work group ( $SD = 0.36$ ). Subjects took part on a deliberate premise and were guaranteed secrecy. IBM Statistics SPSS (variant 21) was utilized to break down our information.

## 6. RESULTS AND DISCUSSION

Since we gathered all information in a cross-sectional study, Harman's single factor test (Harman, 1967) was done to address the issue of normal strategy change (Podsakoff, MacKenzie, Lee, and Podsakoff, 2003). While one factor adding to over half of complete fluctuation is viewed as a sign of normal technique inclination, the principal factor in our investigation represents just 35% of the all-out difference. This proposes normal technique inclination isn't probably going to be a significant issue with this information.

The illustrative outcomes (Table 1) uncovered medium degrees of credible initiative saw by the representatives in their pioneers ( $M = 4.25$ ,  $SD = 1.20$ ). The connections between the factors of the examination were determined, acquiring critical and positive connections between adaptability arranged culture and valid administration ( $r = .59$ ,  $p < .01$ ) and work fulfillment ( $r = .53$ ,  $p < .01$ ), and between real initiative and employment fulfillment ( $r = .55$ ,  $p < .01$ ). Barely any connections were found between the socioeconomics and the examination factors. Business size was seen as identified with credible initiative ( $r = .10$ ,  $p < .05$ ) and work fulfillment ( $r = .15$ ,  $p < .01$ ). Despite the fact that the factors in our investigation were exceptionally connected, measurable checks propose multicollinearity is

certifiably not a huge concern ( $VIF < 2.5$ , resilience  $> .40$ ; cf., Allison, 1999).

In the primary theory, adaptability arranged culture was recommended to be decidedly identified with workers' impression of their pioneer's valid authority. Various leveled different relapse uncovered that 37% of the change in genuine authority was clarified by adaptability situated culture ( $R^2 = .37$ ,  $F = 56.20$ ,  $p < .01$ ).

As to fulfillment, real administration and flexibility-oriented culture were set to emphatically foresee representatives' activity fulfillment. As appeared in Table 2, 32% of the difference in work fulfillment was clarified by adaptability situated culture ( $R^2 = .32$ ,  $F = 45.87$ ,  $p < .01$ ). At the point when credible authority was gone into the relapse, adaptability situated culture and true administration represented 39% of the change in work fulfillment ( $R^2 = .39$ ,  $F =$

53.11,  $p < .01$ ). Moreover, adaptability arranged culture and legitimate administration were both critical indicators of occupation fulfillment ( $\beta = 0.35$ ,  $t = 8.49$ ,  $p < .01$  and  $\beta = 0.33$ ,  $t = 8.97$ ,  $p < .01$ ), supporting Hypotheses 2 and 3.

In the fourth speculation, it was recommended that valid initiative intervenes the connection between adaptability situated societies and occupation fulfillment. As indicated by Baron and Kenny (1986), four conditions are required to set up intercession: (1) the autonomous and intervening factors must be essentially related, (2) the free and ward factors must be fundamentally related, (3) the go between and subordinate variable must be altogether related, and (4) the connection between the autonomous variable and ward variable ought to be non-noteworthy or more fragile when the middle person is included.

TABLE.1.

|                                 | <i>M (SD)</i> | 1       | 2       | 3       | 4       | 5      | 6    | 7      | 8      |
|---------------------------------|---------------|---------|---------|---------|---------|--------|------|--------|--------|
| 1. Gender (1 = male)            | 1.54 (0.49)   |         |         |         |         |        |      |        |        |
| 2. Age                          | 35.62 (8.61)  | -.068   |         |         |         |        |      |        |        |
| 3. Education                    | 3.60 (1.58)   | -.004   | -.085*  |         |         |        |      |        |        |
| 4. Business size                | 2.12 (1.08)   | -.018   | -.128** | -.116** |         |        |      |        |        |
| 5. Seniority                    | 7.85 (7.32)   | -.157** | .650**  | -.056   | -.224** |        |      |        |        |
| 6. Years with leader            | 4.81 (4.74)   | -.111** | .353**  | -.065   | .113**  | .562** |      |        |        |
| 7. Flexibility-oriented culture | 4.18 (0.98)   | .009    | .042    | .022    | -.074   | .046   | .017 |        |        |
| 8. Authentic leadership         | 4.25 (1.20)   | .021    | -.005   | -.032   | .107*   | -.003  | .012 | .592** |        |
| 9. Job satisfaction             | 4.74 (1.15)   | .051    | -.008   | .010    | .150**  | -.007  | .041 | .537** | .556** |

In the present investigation, adaptability situated culture was emphatically identified with bona fide authority ( $\beta = 0.60$ ,  $p < .01$ ); along these lines, condition (1) and Hypothesis 1 were bolstered. Adaptability arranged culture was emphatically and essentially identified with work fulfillment ( $\beta = 0.55$ ,  $p < .01$ ) and consequently, upheld condition (2) for intervention and Hypothesis 2. Bona fide initiative was decidedly identified with work fulfillment ( $\beta = .33$ ,  $p < .01$ ) and therefore, upheld

condition (3) and Hypothesis 3. Moreover, results show that after bona fide authority was considered the impacts of adaptability situated culture ( $\beta = .35$ ,  $p < .01$ ) got more fragile, though still critical, which proposes halfway intervention (Table 2). To additionally evaluate the noteworthiness of the intervention, a Sobel test (1982) was applied (Sobel test:  $z = 8.99$ ,  $p < .001$ , MacKinnon et al., 2002). Results show that the intervening impact of legitimate authority for adaptability situated culture

and occupation fulfillment was noteworthy. Along these lines, Hypothesis 4 was incompletely bolstered.

TABLE.2.

|                                | Model 1  | Model 2  | Model 3  |
|--------------------------------|----------|----------|----------|
| Variables                      | <i>B</i> | <i>B</i> | <i>B</i> |
| Gender                         | 0.059    | 0.054    | 0.048    |
| Age                            | -0.0013  | -0.026   | -0.017   |
| Education level                | 0.031    | 0.022    | 0.031    |
| Seniority                      | 0.031    | 0.017    | 0.009    |
| Years with leader              | 0.013    | 0.006    | 0.015    |
| Company size                   | 0.157**  | 0.195**  | 0.141**  |
| Flexibility-oriented culture   | ---      | 0.551**  | 0.350**  |
| Authentic leadership           |          | ---      | 0.334**  |
| <i>R</i> <sup>2</sup>          | 0.027    | 0.328    | 0.398    |
| <i>Adjusted R</i> <sup>2</sup> | 0.018    | 0.321    | 0.390    |
| $\Delta R^2$                   | 0.027*   | 0.301**  | 0.070**  |

The point of this examination was to analyze how adaptability direction in hierarchical societies encourages positive results at the worker level through its effect on valid initiative. The discoveries affirm that adaptability arranged societies apply their constructive outcomes on workers' activity fulfillment through incompletely credible initiative. Authoritative culture writing has underlined the job of pioneers in keeping up specific sorts of culture (Schein, 1985) and encouraging hierarchical change through the information on hierarchical culture (Brooks, 1996). What's more, the writing on authority brings up that understanding and working inside a culture cultivates administration viability (Block, 2003). In particular, legitimate authority moves through to the supporters lastly turns out to be a piece of the texture of the authoritative culture (May, Chan, Hodges, and Avolio, 2003), and it might be the way to cultivate work fulfillment in adaptability arranged societies.

Our first theory analyzed the connection between authoritative culture and legitimate administration by finding that representatives accounted for levels of adaptability situated culture were identified with the view of their pioneer's true initiative. Besides, adaptability situated culture was identified with work fulfillment, supporting our subsequent speculation. Concerning authority, those workers who saw their pioneers to be progressively genuine likewise revealed more elevated levels of employment fulfillment, supporting our third speculation. These discoveries propose that the advancement of a flexibility-oriented culture in which pioneers give a setting to participation and backing could give an incredible incentive because of its association with valid authority, which, thusly, produces constructive outcomes on devotees and associations, for example, work fulfillment.

Supporting our fourth theory, an interceding impact of valid authority on the connection between adaptability situated authoritative culture and fulfillment was found. These discoveries could imply that the impacts of particular sorts of societies are communicated through the administration that typifies the estimations of a culture. A bona fide pioneer cultivates the impacts of adaptability situated culture on representatives because of the mutual estimations of the association and the pioneer. This suggestion has suggestions for authoritative culture and genuine initiative improvement: procuring or preparing valid pioneers would upgrade workers' activity fulfillment in flexibility-oriented associations.

As to control factors, workers from huge associations detailed more elevated levels of employment fulfillment. These outcomes are in accordance with the announcements made by Goldschmidt and Chung (2001), who suggested that representatives in huge associations will in general be increasingly happy with the aspects of pay and advancement.

The outcomes bolster the intervening job of bona fide initiative in the connection between adaptability arranged culture and employment fulfillment, which has been to a great extent identified with work execution (Judge et al., 2001; Riketta, 2008). Consequently, this investigation adds to a hypothetical augmentation of the examination on administration through the incorporation of authoritative culture in the exploration on credible initiative, which has not been adequately investigated previously, and fills in as an improvement for future research.

## 7. CONCLUSION

As an impediment of this examination, the elite utilization of self-report measures to dissect the factors ought to be noted. Self-announced information contains a few potential wellsprings of predisposition that ought to be noted as restrictions, for example, social allure, and swelling of the watched connection between the deliberate builds. It is basic for the improvement of research around there to incorporate target gauges that influence associations. Subsequently, future research ought to break down how these connections affect business destinations and pointers of employment execution, non-attendance and deals, among others. Another constraint of the present examination is that activity fulfillment was the main result variable analyzed. It is fascinating to break down different results. Execution and unit adequacy would be especially fascinating to research in future investigations so as to evaluate the impacts of adaptability situated culture and real administration on workers and associations. Given our outcomes and the profoundly aggressive nature of the present economy, which features the expanding estimation of human capital as a key component in authoritative development, this investigation gives a system to understanding the setting where credible administration happens and its consequences for adherents by extending to rules for advancing workers' employment opportunity fulfillment.

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